

REPORT OF THE 3rd ANNUAL IOE LEADERS FORUM



***8 June 2016, Geneva
International Labour Office***

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The third annual IOE Leaders Forum took place on 8 June 2016 during the 105th Session of the International Labour Conference, taking advantage of the presence in Geneva of a large contingent of IOE members. The three-panel event was chaired by IOE President Daniel Funes de Rioja, with IOE Secretary-General Linda Kromjong moderating panels I and III. Panel II was moderated by Antoine Foucher, Deputy Director-General of MEDEF, the national French employers' federation.

The focus for the 2016 Forum was the Future of Work – and more specifically the implications of the changing work and employment environment for businesses, employers' organisations and policymakers.

More than 100 participants from private enterprises, business and employers' organisations, and international organisations came together to hear presenters from around the world and to exchange perspectives on current and anticipated challenges, as well as ideas for government and business responses.

In his opening address, Daniel Funes noted that the Leaders Forum was something of an IOE tradition which now had a proven track record in bringing together a large number of global players with a keen interest in labour and social policy to explore key issues of the day. As a key player in the B20 Employment Task Force, he referred to the role of the G20 employment process in shaping the future of work, highlighting the need for governments to implement reforms to foster entrepreneurship and innovation; remove structural barriers to youth employment and female labour market participation; promote growth with the right fiscal and legal frameworks in place and address the skills mismatch.

Before handing over to Linda Kromjong, Mr Funes announced apologies from Ms Ouided Bouchamoui, Nobel Laureate and President of the Tunisian employers' federation, UTICA, who could no longer attend for reasons beyond her control. Daniel Funes welcomed Mr Khalil Ghariani, UTICA's Vice-President of Labour Affairs, who would take Ms Bouchamoui's place on Panel I with his perspectives on the future of employment in Africa. There were also apologies from Ms Khanyisile Kweyama, CEO of BUSA – the South African employers' organisation - who had had to return home because of a family emergency.

Panel 1: What will future employment look like?

New recruitment tools in the evolving employment landscape – Ms Patricia Veringa Gieskes

Ms Gieskes gave a PowerPoint presentation which may be downloaded [here](#) or via the link¹ below. She welcomed this opportunity to bring good news from Africa in terms of the growth of employment agencies in the DRC (in 2005 there were none). In 2009, in conjunction with

¹ Link to PowerPoint presentation of Ms Patricia Veringa Gieskes: http://www.ioe-emp.org/fileadmin/ioe_documents/publications/ILO_ILC/2016_ILC/EN/Leaders_Forum/_2016-06-07_Patricia_Veringa_Gieskes_Presentation.pdf

the Fédération des Entreprises du Congo (FEC), the country's peak employers' organisation, The Job Factory had established a committee for private employment agencies. Today, at least half of the DRC's private employment agencies were members of the FEC, which had given them a voice and brought about changes to the law.

The Job Factory was established in 2006 as a web-based recruitment tool, recognising the extensive use by young people of digital platforms. The advantage of The Job Factory also lay in its potential to reach young people in all corners of the DRC² and beyond, including the diaspora. Applying for jobs was easier, and online application and interviews played a key role in reducing logistical barriers (travelling long distances) and discrimination on the basis of gender and/or tribe.

Ms Gieskes said that the future of work, characterised by the application and use of new ICTs, offered more opportunities: "As long as you are connected to the internet, you are connected with the world and with other people."

The demographic dividend in Africa was an important factor in the success of The Job Factory, given the huge pool of young people and the high demand from the west for services (telephone advice/call centres) which these young people could provide.

There were however challenges, she went on, not specific to the DRC, but experienced all over Africa - that of a reliable energy supply as a key driver of the economy. This was being addressed by the construction of a dam with the support of the African Development Bank, the completion of which would ensure that Africa could move forward.

She noted that a lot of goodwill and collaboration was required saying that the employers' organisation was working closely with the government who were training a lot of staff and rolling out ICT education to the population generally.

The Job Factory had evolved to meet market needs. It was now no longer only a recruitment platform, but now offered training – crucial in building the skills young people needed to meet the needs of the labour market.

In conclusion, The Job Factory had eased the recruitment process, but it depended on its users having reliable internet access, the skills to use ICT tools and adequate training to meet the needs of the evolving labour market.

The role of business in shaping policy for global skills migration – Mr Austin T. Fragomen

Mr Fragomen gave a PowerPoint presentation which may be downloaded [here](#) or via the link below³. He began by setting out the role of business in shaping global migration policy and the Global Forum for Migration and Development (GFMD) business mechanism.

Skills migration grew 25 per cent over the last decade, which could be seen in the many skilled migrants in local workforces. Many factors were driving migration and the global talent marketplace. One was demographics, which would become an increasingly important factor in countries with shrinking populations/domestic labour pools. To date, immigration

² The biggest country in sub-Saharan Africa

³ Link to PowerPoint presentation of Mr Austin T. Fragomen: http://www.ioe-emp.org/fileadmin/ioe_documents/publications/ILO_ILC/2016_ILC/EN/Leaders_Forum/2016-06-06_Austin_T._Fragomen_-_Leaders_Forum.pdf

policy had changed little to accommodate the trend but Mr Fragomen anticipated that this need would be addressed.

What had been documented however was a shortage of workers at various skills levels throughout the major economies, particularly in the high and low skills areas as opposed to intermediate skills. He was keen to point out that skills gaps were not an outcome of demographic change alone, but also of the misalignment of education and training, resulting in a mismatch between the skills possessed by the workforce and those needed by employers.

In parallel, we were witnessing “competition for the brightest and the best, targeting the very highly skilled” on a worldwide level. This global competition was also for capital and ideas, resulting in a trend towards countries crafting immigration policy designed to attract entrepreneurial and innovative human capital. “Immigration policy needs to follow the workplace,” Mr Fragomen said.

An additional prevalent trend was the increase in flexible forms of work; people working from home; from multiple locations; from client sites – the “gig” or “on demand” economy. He also pointed to an increase in cross border work and shorter-term, project-based, outsourced employment. All of this meant an increased reliance on global talent to meet skills needs.

Mr Fragomen underlined that current immigration systems were built for a fairly standard workplace model which was gradually being eroded, which meant that the systems in place were no longer fit for purpose. “Businesses face significant impediments accessing global labour and getting them where they need them, when they need to.” This created not only frustrations for business, but also barriers to economic development.

So what was the answer? First, these modern business models had to be acknowledged by policymakers and incorporated into modern immigration policy so that laws could be restructured to accommodate flexibility and new employment models, and reduce barriers to immigration.

A further important measure would be devising a mechanism for the assessment and recognition of skills (competencies as well as education) so that employers could better gauge the value and equivalence of workers’ skills.

Business had a role to play by promoting a facilitative administration of the law. There needed to be “Trusted Employer Programs” where certain employers had prior approval (and less scrutiny thereafter) in employment-based immigration applications. Immigration systems also had to be administered to the highest ethical standards.

How could business become actively involved? This was where the GFMD Business Advisory Group came in. Designed to ensure that the private sector had a seat at the table, a voice in the debate, the business mechanism, hosted by the IOE, aimed to mobilise business to fully engage in the migration issue and secure practical action-oriented outcomes.

The Future of Employment in Africa – Mr Khalil Ghariani, UTICA (Tunisia)

Mr Ghariani began his presentation by underlining the key role social justice played in fostering social development. Standards were important in the world of work, but, he said, it could at times be difficult adapting reality to meet these standards.

He went on to characterise the role played by Africa in the world over the past 100 years as one of a supplier continent, something which was changing. Now, the continent needed new development, a new role – one which departed from the old model and saw Africa realise its potential as a trading partner, not just in the trade of natural resources, but also trade based on exports to Africa and new production processes in the continent which would translate into Africa becoming a supplier of products with higher added value. For Mr Ghariani, the future of work in Africa would be based on this new model.

What did this mean for employers' organisations? Representative business organisations needed to consider how to build skills and professional training capacity and to explore government policy measures that could support an entrepreneurial environment in which African production could develop. A further growth-supporting measure was the exchange of know-how within as well as from outside Africa: "Africa needs real partnership, needs a win-win partnership between Africa and the rest of the world."

The efforts of African employers' organisation had to focus on bringing countries in line with international standards, subscribing to the philosophy of decent work. For this, there had to be differentiation between countries that had varying standards when it came to human rights, ecology, basic rights at work and there had to be value placed on products that emerged from economies that embraced freedom and openness.

Challenges ahead for the global employment rights framework – Brent Wilton, The Coca-Cola Company

In his preamble, Mr Wilton said that he could not say how labour rights would look in the future, but that he could say with some certainty that the context of the future would be paramount in shaping outcomes. A future characterised by high growth, prosperity and peace would mean a very different world of work than one beset with low growth, civil war and violence and it was important, he said, to keep this in mind.

For The Coca-Cola Co., the basic principle was to operate according to the company's established values. As a consumer-facing brand, the fundamental driver of business success was winning and keeping the trust of consumers. This could only happen by basing business decisions on values and principles.

Since 2005, The Coca-Cola Co. had a human rights policy which permeated the business. This was reinforced by additional associations with international standards as set out by the UN Global Compact and the UN Guiding Principles on Business and Human Rights, as well as the ILO's Fundamental Principles and Rights at Work.

Mr Wilton had, however, perceived a trend away from the collective to the individual: "We are seeing an individualisation of the employment contract." This was an outcome of the "on demand" economy and crowd sourcing approaches to problem solving. A key challenge therefore was how to manage individual rights that used to be managed collectively.

He believed that, for their part, the unions were handling this shift in an innovative way – pushing for International Framework Agreements (IFAs) to hold companies to account for standards that had previously been agreed collectively. In doing so, the unions referred to international labour standards, the 1998 ILO Declaration and, more recently, additional instruments such as the OECD Guidelines for multinationals, and specifically the National Contact Points as a tool to hold companies directly to account as collective means of action

dissipated, or faded away. Mr Wilton hoped that the ILO would rise to the challenge of being an effective forum for addressing the new reality, failing which governments would move into the space and legislate for things that the unions were unable to achieve.

He echoed Mr Ghariani's call for standards to be respected and valued and said that, in the future, companies would need to be more values-driven in their engagement, despite this sometimes not sitting comfortably with outdated ways of doing business in certain geographies. This was not only essential for business success, but, reverting to Mr Fragomen's point, also for attracting and retaining the best global talent.

Panel I: Q & A Session

Mr Olusegun Oshinowo, Director-General of the Nigerian Employers' Consultative Association (NECA) asked Ms Gieskes which sectors of the Congolese economy offered the most job opportunities; how The Job Factory responded to the needs of employers in terms of meeting job specifications and whether those recruited were mostly local Congolese or the diaspora.

Mr Wilton was asked whether he knew of any impact assessment being carried out into the benefits, or otherwise, to employers of meeting union demands in terms of business sustainability.

And the third observation put to the panel concerned the specific challenges faced by SMEs in recruiting sufficiently skilled workers, either temporarily or permanently, at a time when increasing brakes were being placed on worker mobility.

Ms Gieskes said that the previous predominance of job opportunities in the mining sector has shifted to the banking sector. This had given rise to the need for The Job Factory to provide vocational training. First, they had gone to the bankers and asked them what competencies they required of the local workforce (who were not being taken on). The Job Factory then created training modules. She said that the next big area in the DRC was insurance, given the recent liberalisation of the market, and they had already begun to anticipate the labour market needs. Their ability to meet employers' needs had grown from around 30 per cent to 50 – 60 per cent, precisely because of the training offer to locals. Highlighting the value of the demographic dividend she said: "It is just amazing how many young people we have in the country and they are willing to learn and to work."

Mr Ghariani pointed out that although African countries faced different challenges according to their level of development, there was a common challenge regarding vocational training – preparing the African labour force to keep pace with technological development and to learn how to use it to be competitive in the global market. He called for professional training, vocational training and technology training to be at the heart of active employment policies in Africa.

Brent Wilton said that with more than 500 brands in over 200 countries, The Coca-Cola Company's approach to workplace rights focussed on dialogue rather than dispute. The aim was always to identify and resolve issues before they escalated and inflicted reputational damage. His response regarding the benefits to companies was clear: doing the right thing, at the right time and in the right context brought immense rewards, especially considering a corporate campaign conducted by unions could cost a company billions of dollars.

Mr Fragomen took up the matter of how SMEs could source the talent they need. This was just the sort of scenario the GFMD business mechanism wanted to present to the European Commission and other bodies: “The role of business is to educate and advocate when these barriers are encountered,” he said.

Panel II: The impact of technological transformation on the world of work

Moderator Mr Antoine Foucher asked whether the word “revolution” might be more appropriate than “transformation”. He put three principle questions: one – what is the impact of digital and technological change in the presenters’ countries, on labour relations, worker autonomy, and skills transfers within enterprises? Two – does this technological transformation change the business model – because salaried workers are often working outside the enterprise – and does this lead to a reduction in the role of workers within an organisation? And three – how does all this affect labour rights and the right to work, which has been founded on the idea of salaried workers?

Technological change and the future of work in Singapore – Mr Chua Ker Sin, Singapore National Employers Federation

Mr Chua said that the future employment landscape in Singapore was being shaped by demographics, slowing competitiveness and technological disruption.

He believed that technological advancement had paved the way for new business models – you could have a transport company without owning a car; an accommodation business without owning any hotel rooms and even a food services company without having a kitchen.

New business models gave rise to the need for new skills, which meant that some existing jobs would be eliminated, though not in their entirety and would have to be redesigned, and new jobs created based on new technologies. “Singapore is embarking on industrial transformation,” he said, in order to create the businesses and jobs of the future. This was being done via 20 tripartite sectoral committees in key sectors, tasked with considering how each industry would transform and how management and workers could adapt.

Despite uncertainties around the future of work, one thing was clear according to Mr Chua: every worker would have to be “technology savvy”, as technology would allow everyone to do their work better. This meant that those seeking employment would not only need to be very good at their craft, but also have computer and social skills. Tripartism was key in achieving this: “We see that to match the jobs of the future to the skills of the future you need tripartite collaboration.”

He pointed out too that as a small country Singapore was open to attracting global talent in parallel to helping the local workforce to adapt.

Working with the European institutions to foster digital Europe – Mr Patrice Chazerand, DIGITALEUROPE

Mr Chazerand set out how his organisation worked with the European institutions to foster a digital Europe. Firm in the belief that the future of Europe would be digital, DE had been created as the voice of Europe’s digital industry. It had 60 corporate members drawn from global leaders in consumer electronics, IT and telecoms, including manufacturing, plus 38 national trade associations that provided a gateway to small businesses.

DE's strategy had three pillars: better access to digital goods and services; an environment where digital networks and environments can prosper (the infrastructure side of it); and digital as a driver for growth – including digital skills developments.

Mr Chazerand observed that the digital industry was not entirely new; it was a work in progress. He felt that it had evolved, rather than being a subject of revolution, although this word could be applied to additive manufacturing (3D printing), which had the potential to bring manufacturing out of the plant and closer to your home and to impact a range of sectors including education, health, farming, entertainment and energy.

Echoing the words of Mr Chua, Mr Chazerand said that 90 per cent of future jobs across all sectors would require some level of digital skills. Some of these jobs had not yet been imagined and so we were entering uncharted territory. He too called for a collaborative approach between governments, industry and civil society. Of the jobs that were already known: data analysts, systems developers, coders etc. were in high demand and the “e-skills deficit” was upon us, a deficit some said would rise to 1 million by 2020.

His organisation had begun to address this by running e-skills campaigns in 2010, 2012, 2014 and 2016 - basically PR efforts to make ICT a more attractive education option to the younger generation, including girls, as there tended to be a gender imbalance. The second way in which DE was addressing the issue was by launching a Grand Coalition for digital growth and jobs. (A new version of this would be launched in the Autumn.) The way in which this worked was through national coalitions in member states, and addressing the practical issues by creating smart cities, e-leadership training and putting policymakers in digital boot camps.

Mr Chazerand noted that companies themselves were doing a lot in terms of skilling and re-skilling the workforce through their own academies (CISCO, Microsoft, Google etc.) and had been very supportive of a Commission project for an e-competence framework that was not so “vendor specific”. E-leadership was also an issue which needed addressing as CEOs needed to understand ICT-enabled ways of doing business.

In terms of next steps, DE was focussing on coordinating the digitalisation of European manufacturing from the bottom up (Industrie 4.0 in Germany, l'Industrie du futur in France), which would help Europe to maintain its leadership position at a global level. He referred to the industrial internet consortium, a global initiative to promote compatible, interpretable standards.

As in the case of Singapore, the challenges were being addressed collectively: “Some people call it the magic triangle: government, industry and civil society working together. It's very simple, but some good strategies come from simple ideas,” he concluded.

The implications of technological transformation in China and its effect on future work – Mr Michael Niu, China Enterprise Confederation

Mr Niu set the economic context for his observations on the future of work in China. He gave a PowerPoint presentation, which may be downloaded [here](#) or via the link below.⁴

⁴ Link to PowerPoint presentation of Mr Michael Niu, China Enterprise Confederation: http://www.ioe-emp.org/fileadmin/ioe_documents/publications/ILO_ILC/2016_ILC/EN/Leaders_Forum/_2016-06-06_Michael_NIU_CEC_Presentation_Leaders_Forum.pdf

China witnessed high GDP growth and per capita disposable income in recent years. In 2015, 30 million urban job opportunities were created; the service sector accounted for over 50 per cent of GDP; airline sales increased by more than 30 per cent and industrial robot sales by 42 per cent.

He referred to the 4th industrial revolution (Industry 4.0) and showed how industrial revolutions could be divided into four. A joint study by CEC and the Ministry of Information and Industry Technology had found that Chinese industry was transitioning from Industry 2.0 characterised by mechanisation and electrification, to Industry 3.0, characterised by automation and digitisation. However, Mr Niu said that, given the size of the country and varying levels of development, different sectors of Chinese industry were at 2.0, 3.0 and 4.0.

To effect a comprehensive industrial upgrade of Chinese industry, the State Council had launched an initiative called “Made in China 2025” based on five pillars: to make manufacturing innovation-driven; to emphasise quality over quantity; to achieve green development; to optimise the structure of Chinese industry and to mature human talent. Ten priority sectors had been selected as a focus for the initiative. Four ministries had launched a three-year action plan for internet plus and artificial intelligence (AI) with the aim by 2018 of cultivating leading global AI enterprises and innovative, open, cooperative, green and safe AI industries.

So what were the implications of this technological change? Mr Niu referred to a World Economic Forum (WEF) report published in early 2016 which heralded a new industrial revolution resulting in the loss of 5 million jobs between 2015 and 203, including in the major economies. However, he observed that there were conflicting opinions held by both the business community and policymakers.

Regarding China, there were as yet no statistics as to whether this round of technological transformation had created or destroyed more jobs. What could be confirmed however was that innovative companies were more competitive than those using traditional business models – Uber being a case in point. Similarly, e-commerce was impacting the traditional retail model (25 shopping malls had closed during the first half of 2015 alone).

Many companies saw a positive future, including Foxon Technology whose CEO agreed with the Oxford University prediction that 47 per cent of current jobs would be replaced in 20 years. His company was moving from labour intensive manufacturing to one driven by advanced technology.

Ali Baba had created millions of direct and indirect job opportunities through its e-business ecosystem. These were platform-based job opportunities and the company aimed to build a global network of 100 million job opportunities.

The implications for policymakers required meeting the challenge head on and getting prepared. Workers displaced as a result of disruptive technologies and technological innovation would need to be assisted, relocated or transferred, or re-trained. Policy would need to be adjusted because technological transformation provided wider scope for flexible employment, self-employment, part-time employment, carer jobs, etc.

Mr Niu concluded on an optimistic note, with a quote from the National Academy of Sciences (U.S.) which recalled that technological change and productivity growth have been associated in the past with expanding rather than contracting total employment and in the

future this pattern would be repeated: “Rather than producing mass unemployment, technological change will make its maximum contribution to higher living standards, wages and employment levels,” he said. As previous speakers, he called for appropriate public and private policies to support adjustment to new technologies.

Panel II Q&A Session

The Q&A session began with a reflection on whether there was a trend towards the future workplace becoming grounded in virtual, or augmented, reality.

Mr Chazerand thought not. However, he did believe that the future belonged to the multitasker and that technology would allow individuals to be more efficient, more effective and more productive.

IOE Deputy Secretary-General, Roberto Suárez Santos asked whether, given the competition for talent globally, there was growing pressure for global skills recognition.

Mr Chazerand believed so, particularly in the interests of SMEs. However, he said that it had already been challenging to achieve the e-competence framework, which he did not believe had as yet been adopted by all member States. He did feel that any global effort in this direction would be worth it.

Mr Chua said that one of the purposes of attracting global talent should also be to transfer know-how to local workforces.

Mr Niu was asked how the unions were playing a role in China to support adjustment. He said that the Ministry of Human Resources and Social Security were responsible for this area of policymaking. Together with the Ministry of Education, they were working to promote professional and occupational education, rather than having a sole focus on the academic. He noted that the unions were also involved in discussions, but rather from a workers’ rights perspective.

In his round-up, Mr Foucher concluded that technological transformation was a challenge for companies and policymakers. Companies did have new business opportunities, but new risks as well – nevertheless, those companies that chose to ignore the opportunities would not survive. The adaption of states and people to technological transformation was vital in a globalised economy.

Panel III: The future of work and employers’ organisations

Gearing up for the future – how RSPP is meeting the challenges of a changing business environment – Dr Alexander Shokhin, RSPP

Dr Alexander Shokhin began his presentation by referring to some of the challenges set out by previous speakers: “All this requires us as employers to work together more effectively with the governments.” He cited the national technological initiative as an example of such collaboration in his home country, which had been recently created by the government with employers and business with the aim of ensuring that the country had “future proof” markets, based on making Russia a technological leader in areas where there was already a competitive advantage.

Looking towards 2035, the RSPP had published research on technological developments and its prognosis for the future. On 8 June 2016, there would be an amendment to the law

to improve qualifications, in addition to the national technological initiative, and to provide better strategic direction.

A key need also articulated by other speakers, was to adapt professional training systems to the changing labour market. A couple of years ago, the Russian President had made this a responsibility of employers across sectors and they had already worked on more than 800 professional standards which were being used to change the professional training system. This, together with the change to the law, would create a modern system for the assessment of qualifications across the whole country, which would take place in independent centres, not in the centre of learning itself.

In parallel, RSPP was working with the government to promote innovation in companies, as well as the general promotion of a conducive environment for business creation and development by improving procedures for the provision of permits, connection to electricity and other networks. Regional governors would be presenting the outcomes of their efforts in this regard at the Petersburg Forum to take place the following week.

The Russian Export Centre was working to support medium-sized companies' entry into export markets and the move away from reliance on single industries by introducing innovation.

Dr Shokhin reported that all these efforts were producing results and positively impacting employer organisation membership. He concluded that the success of this fourth industrial revolution depended on the active collaboration of governments and other social partners.

Reflections on the future of work from an ILO perspective – Mr Guy Ryder, ILO Director-General

Mr Ryder began by thanking the business leaders for discussing the issue of the future of work, which was at the heart of the ILO's efforts to mark the organisation's centenary in 2019 and had captured the engagement of 130 ILO member States around the world.

He recalled one of his first public engagements of 2016, which had been organised by the Norwegian employers' organisation NHO, and mentioned a couple of salient "take-aways".

The first was the extent to which "technology, perceptions of technology, expectations of technology and fears of technology" were dominating discussions on the future of work. Certainly, technology was one mega driver of the transformation of the world of work, but he cautioned against an unhelpful trend: "Beware the dangers of techno-determinism". He believed that the technology determinists' camp had a tendency to predict the future with an unrealistic degree of certainty, and to give startlingly precise figures on the number of jobs that would be destroyed. In addition, falling into this trap risked inducing paralysis in policymakers, of turning us all into spectators. Mr Ryder noted that any debate about the future of work should have as its focus "the debate about what measures we – on a tripartite basis – can create to shape the future of work."

Another significant driver was demographic change and it was possible to know with some certainty what this would look like because we knew how many babies were being born. Echoing Mr Fragomen, Mr Ryder noted that issue of migration and mobility was therefore important in this discussion.

The third mega-driver, according to the ILO Director-General, was sustainability in its three dimensions (economic, social and environmental). In view of the outcomes of COP 21, he believed that climate change – the green dimension – would dominate the next 100 years of the ILO’s agenda.

He identified the fourth major driver as globalisation, given the new tensions in the geopolitical landscape, and said that this represented a further uncertainty impacting the world of work which needed to be managed.

This future of work discussion was critically important. In terms of ILO work in this area, national dialogues were taking place; a global commission would be established in 2017 and a Centenary Declaration could be envisaged in 2019 as an outcome. This had the potential to be a truly historic vision to guide the work of the organisation, just as the ILO Constitution and the Declaration of Philadelphia had been in the past.

Q&A Session following the Director-General’s intervention⁵

Phil O’ Reilly (New Zealand) expressed his agreement on the matter of “techno-determinism”, underlining that humans would shape the future of work – not robots. He asked Guy Ryder if, at this early stage, he had any early thoughts on how a potential 2019 Declaration might look and how the ways of working of the ILO may change as a consequence.

Mr Martin Pérez (Peru) believed there were great uncertainties ahead and these had to be confronted with the right attitude. Given the restrictive legal framework in his country, he expressed the idea of homogeneity of labour law around the world. He proposed that the ILO champion such an initiative to create a level playing field.

Mr Aurelio Linero (Panama) made the point that the ability of training and education to keep pace with the evolution in the workplace would also be a key factor in the future work landscape. He did not believe homogenising labour law was the answer, but rather raised the need for new models of collective bargaining to govern the future of work.

Mr Denis Pennel (CIETT) asked the Director-General whether he thought that in the future there may be no employers and workers as we knew them now, but rather contractors and suppliers.

Guy Ryder urged the audience to be inspired by the prospect of shaping the future of work. He said that the ILO had too often shied away from taking on the unfamiliar. This required something of a balancing act – the tripartite constituency had to look ahead, while at the same time dealing with current pressing issues of supply chains, transition to formality etc. Courageous discussions also had to take place on subjects such as universal income guarantees. Say, for example, we concede that it is not going to be possible to create the necessary 600 million jobs in the next 15 years, so we must look to different ways of providing basic incomes that are not directly related to income earned at work. When he had raised this scenario in the past, it had elicited scepticism, but now Switzerland had voted on the matter and Finland would follow; and the city of Utrecht had already introduced experimental schemes along these lines. The House, he said, had to go beyond the familiar and ask these difficult questions in the context of the future of work.

⁵ The programme was adjusted to accommodate the Director-General’s tight schedule.

Mr Ryder did not subscribe to the idea that legal frameworks should be homogenised around the world, but rather that we had to act within a universal set of values as set out in international labour standards and fundamental principles and rights at work, among others. The current process to update these standards was important as they went some way to creating global rules of the game.

The Director-General went on to denounce the current “celebration of disruption”, saying that he did not believe that any citizen welcomed disruption and that it was not helpful in engendering confidence that change could be beneficial to individuals.

On the question of employers and workers in their classic definition, Guy Ryder said that he was not convinced that the future employment relationship would be a “passing relationship”, and that there was a risk of falling into the techno-determinist trap in saying that it would – there were just too many unknowns. The bottom line should be to shape the future of work into one that we wanted to see; one that served society as a whole.

Implications of new business models on employers' organisation services – Ms Kristin Skogen Lund, Confederation of Norwegian Enterprise (NHO)

Ms Skogen Lund began by sketching Norway's economic context. During the past two decades, the country had experienced unprecedented economic growth due to the oil price, but was now facing challenges common to the rest of Europe – economic change; demographic change; high numbers of refugees; youth unemployment; climate change and technological change. This called for structural reform.

Towards a response, the NHO had organised a conference at the beginning of the year and had invited the head of the unions. Ms Skogen Lund and the head of the unions had come together on stage with a common speech, eschewing the “us” and “them” approach in favour of a focus on what could be done together to meet the common challenges that needed to be addressed in a cooperative way.

She believed that business would be part of the solution to urbanisation, improved health, youth unemployment, migration. When it came to climate change, Norwegian business had decreased its emissions by 40 per cent in the past couple of decades, proving that it was possible to decouple economic growth and emissions. “I really believe in ... business as a problem solver in an ever-changing world of new challenges,” she said, proposing that if society's perception of business as such could be realised, more problems could be solved and policymakers would be more inclined to create a business-friendly, growth-stimulating, environment.

Echoing Mr Wilton, Ms Skogen Lund underlined the need for business to behave ethically; to be more open with society as to what business does; and to forge alliances with other stakeholders in order to work cooperatively to find solutions that could be broadly accepted.

The name of NHO's conference had been REMIX, encapsulating the idea of a scenario that kept the best elements of the original model and introduced new elements. She believed that the rapidly changing employment landscape was ripe for a remix, one undertaken collaboratively by the different stakeholders with the aim of finding a sustainable solution.

Advocating for policy to meet the employment outlook in Peru – Mr Martín Pérez Monteverde, CONFIEP

Mr Pérez used a PowerPoint presentation which may be downloaded [here](#) or via the link below⁶. He began by setting out Peru's national context, highlighting that of the 16 million workers in the country 11.5 million were active in the informal economy. This was a major problem which had to be addressed as it impacted the future success of everyone. A second major challenge was the country's skills deficit, with 68 per cent of businesses reporting difficulty in sourcing the talent necessary to grow.

The business community was addressing this by working with training institutions to expand the offer to companies, as well as participating in public sector consultations to define the curriculum and improve students' competencies (hard and soft) through apprenticeship programmes.

Mr Pérez did not wish to repeat what had already been said, but noted that the advent of new technologies also presented a challenge in his country. It was clear that "soft" jobs would be more important in the future.

Like Africa, Latin America enjoyed a demographic dividend – with 200 million people in the middle class, of which 50 – 60 per cent were young people.

What was needed was a paradigm shift. Workers would have to think more about their own professional development; employers would have to better manage their human capital and governments would have to take this new reality into account in their policymaking. He envisaged that creative and highly specialised skills would be in greater demand in the future. People would have to be prepared to change jobs more frequently and the use of more flexible forms of employment would grow.

Panel III Q & A Session

Mr O' Reilly observed that the extent to which employers' organisations would be successful in the changing environment would depend on the readiness of their governance structures to embrace new ways of doing things.

Scott Barklamb (Australia) made the point that if jobs were going to change to the extent that people would become more task-oriented, operating in a gig economy, what did this mean for the relationships representative employers organisations had to manage with their members? Would the whole concept of a member, now an individual requiring more episodic support, need to be revisited?

Reverting to the point made regarding the reputation of business in the wider community, the question was raised as to whether this was a result of business not being adequately involved in policymaking in the past. The participant welcomed the sea change that pointed to business becoming more active in shaping the environment in which it operated.

⁶ Link to the PowerPoint Presentation of Mr Martín Pérez Monteverde, President, National Confederation of Private Enterprises, Peru (CONFIEP): http://www.ioe-emp.org/fileadmin/ioe_documents/publications/ILO_ILC/2016_ILC/EN/Leaders_Forum/2016-06-08_Martin_Perez_Monteverde_Presentation.pdf

In response to Mr O' Reilly, Dr Shokin (RSPP) noted that he had business leaders on his board who understood the value of CSR. He called for a balance between society's relative expectations of business and of government.

Ms Skogen Lund said that just as it was possible to decouple growth and emissions, so it was possible to be profitable and socially responsible. In terms of the long-term survival of employers' organisations in the face of change, she added that they had to become more business relevant by creating member services that were business relevant. As an example, NHO had invested a lot in big data analytics to be able to offer that service to members. NHO was also embarking on a study into modularising membership, so that the basic threshold could be lowered. This may be a necessary adjustment to changing times, she said.

Mr Pérez said there was an unwarranted poor perception of business in Latin America. However, he said that businesses in Peru should feel proud of their job-creating contribution to society as well as of their work on social projects with the government. His policy recommendations would focus on improving competitiveness, education and training; building social justice, a meritocracy and equality of opportunity; and fighting corruption (which he viewed as a global problem).

Daniel Funes thanked the participants for their contributions and the IOE Secretariat for organising the event. He said that the IOE at international level, and employers' organisations at national level, had a key role to play in helping businesses to successfully meet the new challenges, realities and paradigms, as well as a responsibility to be responsive to members in what was a constantly evolving dynamic.

22 July 2016

Mercredi 8 juin 2016

14h00 – 17h00

Bureau international du Travail

Salle XI

4 route des Morillons

Genève

L'AVENIR DU TRAVAIL**Implications pour les entreprises, les organisations d'employeurs
et les décideurs politiques****Séance inaugurale**

14h00 *Bienvenue* M. Daniel Funes de Rioja, Président,
Organisation internationale des
Employeurs

Panel I : À quoi ressemblera l'emploi à l'avenir ?

14h05 *Introduction des panélistes et
du thème* Mme Linda Kromjong,
Secrétaire générale, Organisation
internationale des Employeurs

14h10 *Les nouveaux outils de
recrutement dans un monde
de l'emploi en mutation* Mme Patricia Veringa Gieskes,
Directrice générale, *The Job Factory*,
République démocratique du Congo

14h20 *Le rôle des entreprises dans
l'élaboration des politiques de
migration internationale des
compétences* M. Austin T. Fragomen
Président, Groupe consultatif des
entreprises du Forum mondial sur la
migration et le développement

14h30 *L'avenir de l'emploi en Afrique* Mme Ouided Bouchamaoui, Présidente,
UTICA (Tunisie)

14h40 *Les défis pour les droits des
employeurs* M. Brent Wilton,
Directeur, *Global Workplace Rights*,
Coca-Cola

Q & R (10 min.)**Panel II : L'impact de l'évolution technologique sur le monde du travail**

15h00 *Introduction des panélistes et
du thème* M. Antoine Foucher, Directeur général
adjoint, MEDEF

15h05 *L'évolution technologique et
l'avenir du travail à Singapour* M. Chua Ker Sin, Directeur,
Research & Information, Fédération
nationale des employeurs de Singapour

| | | |
|-------|---|--|
| 15h15 | <i>Travailler avec les institutions européennes pour favoriser une Europe numérique</i> | M. Patrice Chazerand, Directeur, <i>Digital Economy & Trade</i> DIGITALEUROPE |
| 15h25 | <i>Les implications de l'évolution technologique en Chine et son impact sur l'avenir du travail</i> | M. Michael Niu, Directeur, Département de la coopération internationale, Confédération des entreprises chinoises |
| 15h35 | <i>L'évolution technologique et son impact sur les besoins en compétences en Afrique du Sud</i> | Mme Khanyisile Kweyama, Directrice générale, BUSA (Afrique du Sud) |

Q & R (10 min.)

Panel III : L'avenir du travail et des organisations d'employeurs

| | | |
|-------|---|---|
| 15h55 | <i>Introduction des panélistes et du thème</i> | Mme Linda Kromjong, Secrétaire générale, Organisation internationale des Employeurs |
| 16h00 | <i>Se préparer à l'avenir – Comment la RSPP répond aux défis que pose un environnement des affaires en mutation ?</i> | Dr Alexander Shokhin, Président, Union des employeurs et industriels de Russie (RSPP) |
| 16h10 | <i>Implications des nouveaux modèles commerciaux sur les services des organisations d'employeurs</i> | Mme Kristin Skogen Lund, Directrice générale, Confédération des entreprises norvégiennes (NHO) |
| 16h20 | <i>Promouvoir une politique répondant aux perspectives de l'emploi au Pérou</i> | M. Martín Pérez Monteverde, Président, Confédération nationale des entreprises privées, Pérou (CONFIEP) |

Q & R (10 min.)

Séance de clôture

| | | |
|-------|----------------------------|--|
| 16h40 | <i>Perspectives du BIT</i> | M. Guy Ryder, Directeur général, Bureau international du Travail |
| 16h50 | <i>Résumé</i> | Mme Linda Kromjong |
| 16h55 | <i>Clôture</i> | M. Daniel Funes de Rioja |

Le Forum sera suivi d'une réception gracieusement offerte par l'Union Patronale Suisse (UPS) et la Fédération des entreprises romandes en son siège, à Genève.

Président : Daniel Funes de Rioja, OIE



Daniel Funes est Président de l'OIE depuis 2014. Docteur en droit, Daniel Funes est membre de plusieurs conseils d'administration, notamment de l'Académie des Etudes de Commerce et de la Fédération nationale des employeurs d'Argentine (UIA), dont il est Président, ainsi que de l'Académie du droit et des sciences sociales. Daniel Funes a été conseiller de plusieurs cabinets ministériels, de la banque centrale argentine et de la banque hypothécaire nationale. Également membre de la délégation argentine à la CIT depuis 1976, il représente régulièrement le monde des entreprises dans divers forums de haut niveau, y compris le G20.

Modératrice Panels I et III : Linda Kromjong, OIE



Linda Kromjong a pris ses fonctions de Secrétaire générale de l'OIE le 1^{er} mai 2015. Linda a la responsabilité générale de la gestion du Secrétariat de l'OIE dans ses activités de défense des intérêts de ses 156 membres dans 144 pays, ainsi que de ses entreprises partenaires dans le monde entier. Cette tâche implique un engagement important au sein de l'Organisation internationale du Travail, d'autres forums tels que le G20, le Conseil des droits de l'homme et un large éventail d'agences de l'ONU concernées par les questions sociales et du travail. Avant d'occuper ce poste à l'OIE, Linda était Vice-présidente des relations professionnelles internationales et droits de l'homme, à *Deutsche Post DHL*. Linda a une longue expérience des hautes responsabilités et dispose de toutes les qualifications en gestion d'entreprise, ainsi que d'une expérience pratique du monde des entreprises.

Patricia Veringa Gieskes, *The Job Factory*



Patricia Veringa-Gieskes, Congo-Néerlandaise, est la fondatrice et CEO de la société *The Job Factory*. Après 15 ans d'expériences professionnelles dans divers domaines aux Pays-Bas, en Belgique et en Afrique du Sud, elle est engagée en 2004 au sein l'Organisation Internationale pour les Migrations (O.I.M.) en République Démocratique du Congo. Voulant participer au développement du pays à travers le marché de l'emploi, elle quitte sa fonction de Chef de mission ad intérim à l'O.I.M. et crée sa propre société dénommée *The Job Factory*, une entreprise de recrutement, placement et formation, qu'elle dirige depuis plus de 10 ans. Elle a été nommée Directrice, puis Présidente du Comité professionnel des Entreprises Privées de Placement et Présidente de la Commission Nationale Sociale de la Fédération des employeurs du Congo. Patricia est également Administrateur à l'Institut National de Préparation Professionnelle (INPP).

Austin T. Fragomen, *Fragomen Worldwide*



Austin T. Fragomen est Président du Comité exécutif de *Fragomen Worldwide*, cabinet d'avocat créé en 1951, spécialisé en services liés à l'immigration de sociétés et de clients individuels ; ce cabinet, basé à New York, est reconnu comme la plus grande étude d'avocats spécialisé en législation sur l'immigration. Austin est le premier président du Groupe consultatif des entreprises du Forum mondial sur les migrations et le développement (FMMD) et co-auteur d'une célèbre publication sur l'immigration rassemblant les meilleures pratiques liées aux entreprises en la matière. Il a représenté les entreprises à des réunions de l'Organisation internationale pour les Migrations, au *Migration Policy Institute*, au Dialogue de haut niveau de l'ONU sur la migration et le développement et au Forum mondial sur les migrations et le développement.

Ouided Bouchamaoui, *UTICA*



Ouided Bouchamaoui est Présidente d'UTICA, Union tunisienne de l'industrie, du commerce et de l'artisanat. En tant que leader de l'organisation d'employeurs, elle a cofondé en 2013 le Quartet pour le dialogue national tunisien, avec le Secrétaire général de l'Union générale tunisienne du travail, le Président de la Ligue tunisienne des droits de l'homme et le Président de l'Ordre national des avocats de Tunisie. Le Quartet a reçu le Prix Nobel de la Paix en 2015 pour sa contribution décisive à la construction d'une démocratie pluraliste en Tunisie au lendemain de la Révolution de Jasmin en 2011. En acceptant cette récompense, Ouided a souligné la nature collaborative des activités du Quartet. Le journal francophone Jeune Afrique a décrit Ouided comme l'une des 25 principales femmes d'affaires d'Afrique. Elle est titulaire d'une maîtrise de commerce et marketing international et a travaillé dans l'entreprise familiale avant de créer sa propre entreprise de textile et de présider l'UTICA.

Brent Wilton, *The Coca-Cola Co.*



Brent Wilton est Directeur du département *Global Workplace Rights* de Coca-Cola depuis 2015. Il est chargé de s'assurer que l'entreprise et son réseau international respecte la politique en matière de principes directeurs et de droits de l'homme qui est alignée sur les Principes directeurs de l'ONU relatifs aux entreprises et aux droits de l'homme. Coca-Cola est présente dans plus de 200 pays et ses employés représentent pratiquement toutes les cultures du monde. Avant de rejoindre Coca-Cola, Brent était Secrétaire général de l'Organisation internationale des Employeurs. Brent est titulaire d'une licence en droit de l'université d'Auckland, spécialisé en relations professionnelles ; il a occupé plusieurs fonctions en Nouvelle-Zélande avant d'embrasser une carrière internationale qui l'a emmené dans plus de 100 pays à travers le monde.

Modérateur Panel II : Antoine Foucher, MEDEF



Antoine Foucher est Directeur général adjoint en charge du Pôle social du MEDEF, principale organisation patronale de France, depuis 2015. Il est responsable de la conception et de la mise en pratique de la stratégie générale (relations sociales et protection sociale, éducation et formation, politique du logement) et dirige quatre services destinés aux entreprises. Auparavant, Antoine a été Directeur des relations sociales et de l'éducation et formation ; à ce titre, il a mené plusieurs négociations dans divers secteurs (marché du travail, formation professionnelle, régime d'assurance chômage). Il a été conseiller "emploi des jeunes et mobilité" de Xavier Bertrand, ancien ministre de l'Emploi et du Travail. Avant cela, il a été responsable de la politique de marché du travail et de la politique familiale au Sénat français. Antoine est titulaire d'une maîtrise en sciences politiques, d'une licence de lettres modernes, d'une licence en philosophie.

Chua Ker Sin, SNEF



Chua Ker Sin est Directeur du Centre de recherche et d'information de la Fédération nationale des employeurs de Singapour (SNEF). Depuis mars 2016, Ker Sin est également Directeur adjoint du Secrétariat exécutif. Ker Sin est chercheur à la SNEF depuis 2003 dans les domaines des indemnisations et des prestations, du vieillissement de la main-d'œuvre, de la productivité, de la gestion des talents et d'autres questions importantes. Il est responsable de la formulation des positions des employeurs sur diverses questions relatives à la main-d'œuvre et s'adresse régulièrement à des réunions de groupes industriels sur les thèmes liés à l'emploi et aux RH. Ker Sin est titulaire d'une licence de commerce de la *Nanyang Technological University*.

Patrice Chazerand, DIGITALEUROPE



Patrice Chazerand est Directeur des groupes Economie numérique et commerce de DIGITALEUROPE. Auparavant, il était Secrétaire général de la *Interactive Software Federation of Europe (ISFE)*, fédération européenne des fabricants de consoles de jeu, d'éditeurs et de développeurs de jeux interactifs, où il a créé PEGI, seul système pan-européen harmonisé de classification des contenus numériques relatifs, entre autres, aux contenus internet, à la protection des mineurs, aux données privées, à la liberté d'expression, à la propriété intellectuelle, aux lois sur la concurrence appliquées aux contenus interactifs et à ceux générés par les utilisateurs. En 1999, Patrice a mis en place le bureau de Bruxelles de Viacom spécialisé en création et distribution de contenus audiovisuels sur toutes les plateformes, lutte contre le piratage et autres questions liées à l'audiovisuel en Europe. Il dispose d'une grande expérience des services et réseaux de télécommunication, de leurs réglementations, interconnexions, services, déploiement du haut débit, etc.

Michael Niu, China Enterprise Confederation (CEC)



Michael Niu est Directeur de division et Chercheur associé de la Confédération des entreprises de Chine (CEC) ; il est titulaire d'un doctorat en administration des affaires de l'Université de Nankai, Chine. Il est entré à la CEC en 2006 et est principalement responsable des programmes de coopération entre la CEC et les organisations internationales telles l'OIT, l'OIE et les organisations d'employeurs d'autres pays. Ses travaux de recherche sont concentrés sur les relations professionnelles, l'égalité des sexes et la responsabilité sociale des entreprises.

Khanyisile Kweyama, BUSA



Khanyisile est Directrice générale de *Business Unity South Africa* et représente les entreprises, entre autres, à la Commission des affaires sociales de l'Union africaine, au B20, à l'OCDE et au Conseil des entreprises du BRICS. Auparavant, Khanyisile a été Directrice exécutive d'*Anglo American* et Directrice de *Kumba Iron Ore*, *Anglo American Platinum*, et Présidente du *Zimele Enterprise Development Fund*. Elue Vice-présidente de la *Chamber of Mines* d'Afrique du Sud en 2013-2014, elle est reconnue comme l'une des femmes les plus influentes du monde des entreprises et du secteur minier par plusieurs institutions sud-africaines. En 2014, FTSE 100 a identifié Khanyisile comme l'une des 100 femmes à suivre. Elle a étudié à l'Université de Fort Hare dont elle est titulaire d'une licence en administration, et à la *Wits School of Management* où elle a obtenu une maîtrise en administration.

Alexander N. Shokhin, RSPP



Alexander N. Shokhin est l'ancien Premier ministre de la Fédération de Russie et a occupé les fonctions de ministre du Travail, ministre de l'Economie, Président de l'Agence russe pour la coopération et le développement international et gouverneur russe au FMI et à la Banque mondiale. De 1994 à 2002, il a été député à la Douma, où il a exercé les fonctions de Vice-président et chef de la commission de la Douma sur les institutions de crédit et des marchés de capitaux. Dr Shokhin est Président de l'Union des industriels et entrepreneurs russes depuis 2005.

Kristin Skogen Lund, NHO



Kristin Skogen Lund est Directrice générale de la Confédération des entreprises norvégiennes. Auparavant, elle était Vice-présidente exécutive et responsable de la région nordique de la *Digital Services Division and Broadcast* de la société Telenor. Avant cela, elle a été Directrice générale et Directrice commerciale du journal norvégien *Aftenposten*, Directrice générale de *Scanpix*, Directrice et Editrice en chef de *Scandinavia Online* et a occupé divers postes chez *Coca-Cola* et *Unilever*, ainsi qu'à l'ambassade de Norvège à Madrid. Kristin est actuellement membre du Conseil d'administration d'Ericsson ; elle a été Présidente de la Confédération des entreprises norvégiennes et membre du Conseil d'administration d'*Orkla ASA*. Elle détient une maîtrise de l'INSEAD et une licence d'études internationales et d'administration des affaires de l'université de l'Oregon.

Martín Pérez Monteverde, CONFIEP



Martín Pérez Monteverde est Président de la Confédération nationale des institutions d'entreprises privées (CONFIEP). La CONFIEP représente le secteur patronal péruvien dans plusieurs forums internationaux. M. Pérez Monteverde a 24 ans d'expérience des secteurs, tant public que privé. Par ailleurs, il a été membre du Congrès de la République et ministre du commerce extérieur et du tourisme et a mené des initiatives visant à accroître l'intégration économique du Pérou et promouvoir les politiques orientées vers le marché et la libre concurrence. Actuellement, Martín Pérez Monteverde est également Président de l'Institut péruvien d'économie (IPE), Directeur de *Inversiones Centario SA*, *Sigma Sociedad Administradora de Fondos de Inversiones – SAFI* et de *Sociedad de Comercio Exterior de Perú – COMEXPERU*.

Guy Ryder, BIT



Guy Ryder a pris ses fonctions de Directeur général du BIT le 1 octobre 2012. Dès le début de son mandat, il s'est engagé à faire en sorte que l'OIT traduise les principes en actes et apporte des changements majeurs aux vies professionnelles des peuples du monde entier. Guy a ensuite engagé des réformes importantes afin que l'OIT fasse autorité dans les questions qui relèvent de son mandat. Pour marquer le centenaire de l'Organisation, en 2019, Guy a lancé sept initiatives, L'une d'entre elles porte sur l'avenir du travail et est au cœur des activités qui marquent l'important événement que constitue ce 100^{ème} anniversaire. Guy Ryder a étudié les sciences politiques et sociales à l'université de Cambridge et suivi des études latino-américaines à l'université de Liverpool.

FORUM OIE DE L'ENTREPRISE - 8 juin 2016

RÉCEPTION
18h00 – 20h00

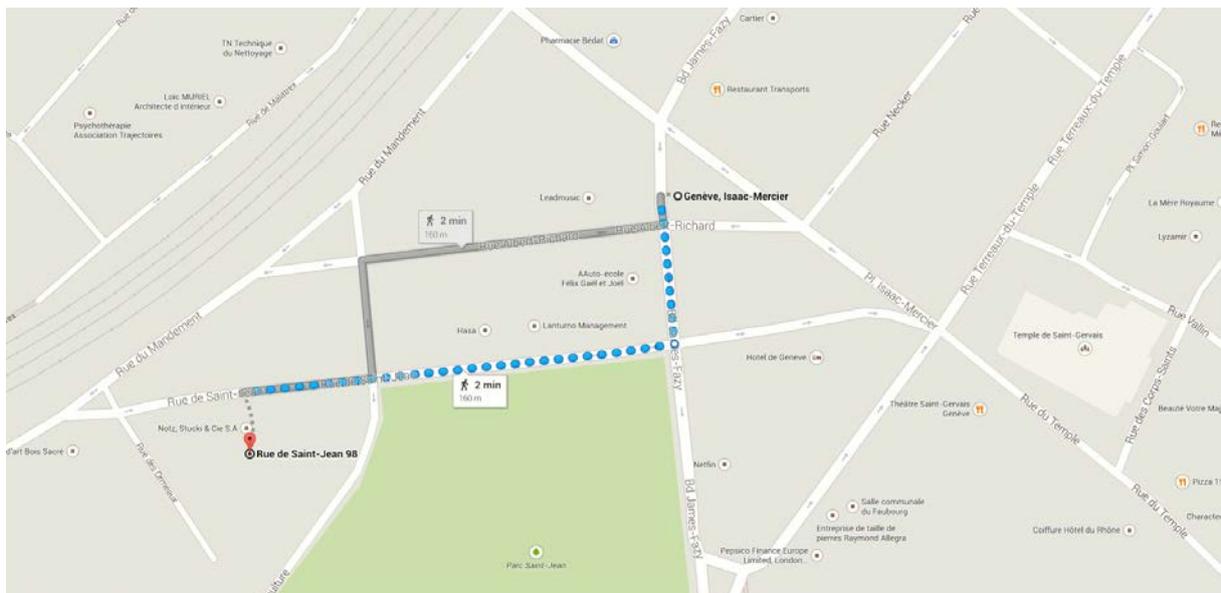
Fédération des entreprises romandes (FER)
98 rue de Saint-Jean
Genève

INFORMATIONS PRATIQUES

Trajet vers la **FER depuis le Bureau international du Travail** avec les transports publics (TPG) : bus réguliers à l'arrêt "BIT". **Tickets à prendre avant l'embarquement.** Durée du trajet : approximativement 30 minutes. Quitter le BIT, prendre la ligne de **bus n° 8** depuis "BIT" en direction de "Veyrier-Douane". Descendre à l'arrêt "Gare Cornavin" et prendre la ligne de **tram n° 15** en direction de "Palettes". Descendre à l'arrêt "Isaac-Mercier".

Trajet vers la **FER depuis le Palais des Nations** : trams réguliers à l'arrêt "Nations". **Tickets à prendre avant l'embarquement.** Durée du trajet : approximativement 30 minutes. Quitter le Palais des Nations (par l'entrée principale), prendre la ligne de **tram n° 15** depuis "Nations" en direction de "Palettes". Descendre à l'arrêt "Isaac-Mercier".

La FER se situe à deux minutes à pied de l'arrêt "Isaac Mercier" (plan ci-dessous).



Autre possibilité : **en taxi** depuis le BIT : 022 33 141 33.