



International Organisation of Employers  
Organisation Internationale des Employeurs  
Organización Internacional de Empleadores  
*The Global Voice of Business*

**CEOE**  
CONFEDERACIÓN ESPAÑOLA DE  
ORGANIZACIONES EMPRESARIALES



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## **GLOBAL EMPLOYERS' WORKSHOP UNDERSTANDING THE FUTURE OF WORK: CHALLENGES AND PROPOSALS**

**CEOE Headquarters, Diego de León, 50  
28006 Madrid, Spain**

***29 – 30 March 2017***



## **PROGRAMME & SPEAKER BIOS**



## PROGRAMME

Wednesday, 29 March 2017

08:30-09:00	Registration	
09:00-09:45	Welcome Remarks	<p>Juan Rosell, President, CEOE (Spanish Confederation of Employers' Organisations)</p> <p>Linda Kromjong, Secretary-General, International Organisation of Employers</p> <p>Guy Ryder, Director-General, International Labour Office (ILO)</p> <p>Juan Pablo Riesgo, Secretary of State of Employment, Spanish Ministry of Social Security and Employment</p>
Panel I: Emerging business models and their impact in the world of work		
09:45-10:45	Moderator	Linda Kromjong, Secretary-General, IOE
	Introductory intervention	Alan Lepofsky, Vice-President & Principal Analyst - Future of Work, Constellation Research
	Panellists	<p>Phil O' Reilly, former Chief Executive, BusinessNZ, and Director, Iron Duke, New Zealand</p> <p>Annemarie Muntz, President, World Employment Confederation</p> <p>Tatiana Espinosa, Global Labour Relations Director, Telefónica, Spain</p>
10:45-11:00	Coffee Break	
Panel II: Diverse forms of employment: patterns for the future		
11:00-12:30	Moderator	Kris de Meester, Senior Adviser, FEB (Federation of Belgian Enterprises)
	Introductory intervention	Juan Menéndez-Valdés, Director, European Foundation for the Improvement of Living and Working Conditions (Eurofound)
	Panellists	<p>Franck Morel, Associate, Barthélémy Avocats Paris</p> <p>Stefano Scarpetta, Employment, Labour &amp; Social Affairs Director, OECD</p> <p>Salvador del Rey, Professor of Labour Law &amp; Social Security, ESADE Law School (Spain)</p> <p>Denis Pennel, Managing Director, World Employment Confederation</p>

### Panel III: New or traditional social protection schemes

12:30-13:30	<i>Moderator</i>	Garance Pineau, Director for European & International Social Affairs, MEDEF (Organisation of French enterprises)
	<i>Panellists</i>	<p>Stephen Yee, Assistant Executive Director and Senior Director of Training, SNEF (Singapore National Employers' Federation)</p> <p>Timothy Olawale, Director, Membership Services, NECA (Organisation of employers in the Organised Private Sector of Nigeria)</p> <p>Bettina Schaller, Director, Group Public Affairs, Adecco Group</p>

13:30-14:30 **Lunch Break**

### Panel IV: Globalised skills and attitudes for the future

14:30-15:45	<i>Moderator</i>	Victor Pérez Díaz, Fundación Rafael del Pino (Spain)
	<i>Introductory intervention</i>	Morne Mostert, Director, Institute for Futures Research, Stellenbosch University (South Africa)
	<i>Panellists</i>	<p>Jamal Belahrach, President, Jobs for Africa Foundation</p> <p>Matthew Rendall, CAMFEBA (Cambodian Federation of Employers and Business Associations)</p> <p>Martín Padulla, Founder &amp; Managing Director, staffingamericalatina</p> <p>Stephen Yee, Assistant Executive Director and Senior Director of Training, SNEF</p>

### Panel V: Future challenges in global supply chains vis-à-vis new forms of protectionism

15:45-17:30	<i>Moderator</i>	Pradeep Dursun, Chief Operating Officer, Business Mauritius
	<i>Panellists</i>	<p>Adam Greene, Senior Adviser, ACT/EMP, ILO</p> <p>Bernardo Cruza, Group Head of CSR, El Corte Inglés</p> <p>Farooq Ahmed, Secretary-General, BEF (Bangladesh Employers' Federation)</p>

Thursday, 30 March 2017

## Panel VI: Industrial relations and employer organisation services in the future

09:30-11:00	<i>Moderator</i>	José Maria Lacasa, President, CEOE Foundation
	<i>Panellists</i>	<p>Tanya Cohen, CEO, BUSA (Business Unity South Africa)</p> <p>Jorge Roig, President, IOE-ILO Commission, FEDECAMARAS (Venezuela Employers' Federation)</p> <p>Deborah France-Massin, Director, ACT/EMP, ILO</p> <p>Henrik Munthe, Attorney at law, NHO (Norway Employers' Federation)</p> <p>Matthew Rendall, CAMFEBA (Cambodian Federation of Employers and Business Associations)</p>

## Panel VII: Policy responses and recommendations

11:00-13:00	<i>Moderator</i>	Roberto Suárez Santos, Deputy Secretary-General, IOE
	<i>Panellists</i>	<p>Jordi García Viña, Director, Labour Relations Department, CEOE</p> <p>Kris de Meester, Senior Adviser, FEB</p> <p>Tanya Cohen, CEO, BUSA</p> <p>Phil O' Reilly, Former Chief Executive, Business NZ, and Director, Iron Duke, New Zealand</p> <p>Garance Pineau, Deputy Director for European &amp; International Social Affairs, MEDEF</p>

## Concluding Session

13:00-13:30	<i>Closing remarks</i>	<p>Antonio Garamendi, Vice-president, CEOE and President, CEPYME</p> <p>Daniel Funes de Rioja, President, IOE</p>
	<b>Lunch Break</b>	
15:30-16:00	<i>Transportation to the Spanish Parliament (Congress)</i>	
16:00-17:30	<i>Exchange with Ana Pastor, President of the Spanish Parliament, and spokespersons of parliamentary groups</i>	

## PROFILES OF THE SPEAKERS, PANELLISTS AND MODERATORS



**Juan Rosell Lastortras** has been President of the Confederación Española de Organizaciones Empresariales (CEOE) – the Spanish Confederation of Employers' and Business Organisations – since 2010 and is also Vice-President of BusinessEurope. An industrial engineer by education, Juan has a long career in leading roles in the private sector and is currently President of Congost Plastic, as well as a Counselor of Caixa Bank. He is a published author in the field of economics and business, and has received many distinctions and honours, both in Spain and abroad. Juan studied engineering at the Polytechnic University of Catalonia, and Political Sciences at Complutense University of Madrid



**Linda Kromjong** took up her post as IOE Secretary-General on 1 May 2015. Linda has responsibility for the management of the IOE Secretariat in its advocacy activities on behalf of 156 members in 144 countries, as well as many partner organisations. This involves engagement in the ILO, other forums such as the G20 and the Human Rights Council, and across the range of UN agencies engaging in labour and social policy discussion. Prior to her role at the IOE, Linda was Vice-President, Labour Relations International & Human Rights for Deutsche Post DHL. Linda has many years' experience in senior positions and holds qualifications in business management, as well as practical experience of the international business environment.



**Guy Ryder** took office as ILO Director-General in October 2012. From the outset, he pledged to position the Organization as a determined actor, translating principle into action and ensuring that it had the capacity to make a major difference to the working lives of people on all continents. Guy went on to launch a major reform process to assure the ILO's authority on matters falling within its mandate. To mark the centenary of the Organization in 2019, Guy has launched seven initiatives. One targets The Future of Work, which stands at the centre of ILO activities that recognise the 100th Anniversary as a significant milestone. Guy Ryder studied Social and Political Sciences at the University of Cambridge and Latin American Studies at the University of Liverpool.



**Alan Lepofsky** is Vice-President and Principal Analyst at Constellation Research. Leveraging more than two decades of experience in the software industry, Alan helps organisations create more engaged, informed and effective employees. Alan's primary research area The Future of Work, focuses on: integrating collaboration into business processes, project/task management strategies, and how artificial intelligence (AI) can enhance the business workflows people use to do their jobs. Alan has an Engineering degree from the University of Toronto, worked at IBM and Socialtext before joining Constellation. As an industry analyst Alan helps guide the product roadmaps of some of the world's largest software vendors, has presented at conferences around the world, and provides advisory services to organisations of all sizes.



**Phil O'Reilly** is Director of Iron Duke Partners, a public policy advisory firm based in Wellington, New Zealand. Phil is Chair of the Board of the Business and Industry Advisory Committee to the OECD and an Employer member of the Governing Body of the International Labour Organisation. He is a Board Member of, or Advisor to, a number of New Zealand and global organisations, including the ILO Global Business & Disability Network. Phil was previously Chief Executive of BusinessNZ, New Zealand's leading business advocacy group, representing thousands of businesses of all sizes. In 2016, he was appointed an Officer of the New Zealand Order of Merit for his services to business and governance.



**Annemarie Muntz** is Director, Group Public Affairs at Randstad Holding, President of the World Employment Confederation - the International Confederation of Private Employment Agencies, and Chair of the European Confederation of Private Employment Agencies. She was Secretary General of ABU, the Dutch staffing industry association, from 1991 to 1996. Annemarie has worked in legal and public affairs functions for multinational HR service providers and has a special interest in labour market policies, regulation and industrial relations and contingent work. From 1999 – 2010, Annemarie was the employer chair of the Dutch Pension Fund for temporary agency workers. She studied social & economic law in Utrecht, The Netherlands.



**Kris De Meester** is first adviser at the Federation of Enterprises in Belgium (FEB), covering the field of health and safety at work, as well as international social affairs and innovation. In that capacity, he is the Employers' Group spokesperson in several European committees and advisory bodies dealing with working conditions. Kris is also vice-chair of the IOE (International Organisation of Employers) Taskforce on the Future of Work. In his capacity as CEO of an organisation that operates B2B contractor management schemes, Kris has personal and direct experience of innovative work organisation and new technologies in processing industries.



**Juan Menéndez-Valdés** has been director of Eurofound since 2010, responsible for the development of the medium-term strategy of the Agency. He leads a team of more than 100 staff in the implementation of programmes that aim to provide knowledge to assist policymakers in the development of social, employment and work-related policies. Juan has been chair of the 45-member Network of EU Agencies which aim to improve the coordination, information exchange and agreement of common positions on issues of shared interest. Previously, he was Head of Employment, Immigration, Education and Training Policies at the CEOE and of the Spanish Government's National Employment Service. Juan has also been on a number of boards and tripartite institutions at national and international level. He was Chair of the Governing Board of the European Centre for the Development of Vocational Training.



**Franck Morel** has been an Associate in the firm of Barthélemy Lawyers in Paris since January 2012. He was previously Deputy Director of the Head Office of Xavier Bertrand, France's Labour Minister. Since June 2007, he had been at the Ministry of Labour as Counsellor, in charge of social democracy and labour law for several Ministers of Labour, including Xavier Bertrand and Brice Hortefeux. Franck was then Deputy Director of the Head Office and Head of the Labour Division of Labour Ministers Xavier Darcos and Eric Woerth. In 2003, he co-authored a report "For more efficient labour laws" produced by the Committee chaired by Michel Virville. In 2015, Franck participated in the working group of the Montaigne Institute, which published the report "Saving Social Dialogue". Franck co-authored "New French labour laws are possible" (2016). In January 2017, he was appointed a member of the French Employment Orientation Council.



**Stefano Scarpetta** is Director for Employment, Labour and Social Affairs at the OECD. He has held several positions in the Economics Department and in his current Directorate, and led several large-scale research projects, including: "Implementing the OECD Jobs Strategy"; the "Sources of Economic Growth in OECD Countries"; and contributed to many others. He previously worked at the World Bank, where he contributed extensively to the Bank's investment climate assessments. He has a PhD in Economics from the Ecole des Hautes Etudes en Science Sociales (EHESS), Département et Laboratoire d'Economie Théorique Appliquée (DELTA) in Paris and an MSc in Economics from the London School of Economics and Political Science.



**Salvador del Rey** is Professor of Labour and Social Security Law at ESADE Law School and President of the Cuatrecasas Institute for Legal Strategy on Human Resources. He is Chair of the Advisory Board of the International Bar Association Global Employment Institute and Council Member of the IBA Legal Practice Division (LPD). Salvador is a published author on labour law and industrial relations in national and foreign journals. He has been a member of several commissions of experts at international, European and national level. He holds a Doctor of Laws with special distinction (University of Seville); an MSc in Industrial and Labour Relations (Cornell University, NY); and was a Fulbright scholar from 1979 to 1981, and from 1989 to 1990. He was Visiting Fellow at the and at the Industrial and Labor Relations School, Cornell University.



**Denis Pennel** is Managing Director of the World Employment Confederation, in charge of promoting the interests of the employment sector before institutions such as the European Union, the ILO, the World Bank and the OECD. After graduating from the French Institute of Political Studies ("Sciences Po Paris"), he worked with several companies, including Deloitte and Manpower. Denis is a board member of the European Commission project to set up a taxonomy on skills and competences. He was chair to several working groups managed by DG Employment, is a regular speaker/panellist at conferences and a member of several think tanks. Denis is a labour market analyst, work futurist and author of numerous articles and opinion pieces, as well as the book "The Ego Revolution at Work". He was ranked one of the Top 100 most influential global HR professionals by Staffing Industry Analysts.



**Garance Pineau** is Deputy Director for European and International Social Affairs at MEDEF, the largest French business organisation. An Employer member of the ILO Governing Body since June 2014, she is also Chair of BusinessEurope's Education and Training Committee, and Vice-Chair of BIAC's Employment and Social Affairs Committee. Garance is a member of the B20 Employment and Education Taskforce. At MEDEF, Garance facilitates the work of the business and human rights policy committee. Previously, Garance worked in the International Department of the French Labour Ministry, in charge of ILO and G20 issues. Prior to that, she worked for the French administration. Garance has worked with the OSCE and with UN.



**Stephen Yee** is the Assistant Executive Director of the Singapore National Employers Federation (SNEF), and Senior Director of Training at the SNEF Corporate Learning Centre. He is the lead driver of a new SNEF initiative called SAPPHIRE, which offers five programmes that integrate productivity practices, human resource and industrial relations to help organisations to transform their workplaces in the future economy. Stephen has 25 years' experience MNEs, including Hewlett Packard, i2 Technologies and not-for-profit organisations, on the use of technology, training and development and management practice in human resource and business development. He holds a BSc in Management Studies (Hons.) from the University of London and a Master's in Project Management from the University of Adelaide (with distinction).



**Timothy Olawale** is Director of Membership Services at the Nigeria Employers' Consultative Association (NECA) since 2011, responsible for service delivery to direct members (member-companies), affiliate sectoral employers' associations and indirect members, and for managing the Secretariat of four affiliate sectoral employers' associations. Membership Services' roles include NECA's traditional value propositions and contemporary value propositions. This involves managing the key technical committees which drive NECA's advocacy interventions and policy discussions with government and its agencies at all levels. Previously, Timothy was Executive Secretary of the Hotels & Personal Services Employers' Association of Nigeria and has additional experience in other senior positions in Human Resources and General Management. He holds a degree in Psychology and a Master's in Labour and Industrial Relations.



**Bettina Schaller** heads the Group Public Affairs activities of Adecco Group, the world's leading provider of workforce solutions, based in Glattbrugg, Switzerland. Group Public Affairs oversees the regulatory and policy issues that affect The Adecco Group and the employment industry and manages Adecco's memberships in industry associations on a global scale, coordinates the global social dialogue activities of the company and drives the strategic engagements of the Company, such as with the Global Apprenticeship Network (GAN). At industry level, Bettina is a board member of the World Employment Confederation (WEC), the Vice-President of WEC Europe and chairs the WEC Europe Public Affairs Committee.



**Morne Mostert** is the Director of the Institute for Futures Research at Stellenbosch University, South Africa. He advises globally on Futures-based executive decision-making and cognitive development for senior leaders, and has worked in Paris, London, Dubai and several African countries. Subsequent to his PhD in the Management of Technology and Innovation, his areas of specialisation include Futures Thinking, Strategic Thinking, Systems Thinking and Creative Innovation. Morne is the Chairman of media tech start-up Africa Business Radio and a regular keynote speaker and frequent guest on radio and television in the business media. He is the author of the influential book *Systemic Leadership Learning – Leadership Development in the Era of Complexity*, which has been the prescribed text for several international programmes on strategic leadership.



Mr. Jamal Belahrach has been Managing Director at OCP S.A. since April 02, 2016. He started his career as a Sales Manager in SEP. He served as Development Director of the German group Burg A. He was Manpower Morocco's Country Manager and Manpower France Affiliates' Director managing eastern countries. He has 30 years of experience. Mr. Belahrach graduated from the University of Saint-Denis, from the INSEAD top management program, and from HEC Paris Executive general advanced management Program.



**Matthew Rendall** is a Board Member of the Cambodian Federation of Employers and the current Secretary-General of the ASEAN Confederation of Employers (ACE). Matthew has worked with the IOE on the ASEAN regional Future of Work programme, representing the views of the ASEAN Employers. He is also a Senior Partner in SokSiphana & Associates, a member firm of the ZICOLaw network of commercial law firms with offices in all ten ASEAN countries, where his main areas of practice are labour and property law. Matthew has been working in the legal sector in Cambodia since 1994 and was part of the organising committee which established the national Labour Arbitration Council and was its first appointed Arbitrator. He has also authored and co-authored several legal texts on Cambodian laws, including the 1997 Labour Code. Matthew currently serves as Vice Chair of Britcham and Eurocham.



**Martin Padulla** is Founder and Managing Director of staffingamericalatina, a collaborative platform for labour markets, employability, youth employment and the future of work in Latin America. He generates content, and provides research and advisory services for companies, NGOs and governments about the future of human capital. Martin was the Managing Director of the Latin American Confederation of Private Employment Services and has several years' experience in senior positions in multinational companies. He studied sociology at USAL and did an MBA at UCA.



**Adam Greene** is Senior Advisor in the ILO Bureau for Employers' Activities, responsible for managing ILO engagement with the private sector, as well as issues related to corporate responsibility, business and human rights, and supply chain management. Previously, Adam was Vice President of Labour Affairs & Corporate Responsibility with the U.S. Council for International Business (USCIB), where he was directly engaged in the development of key international CSR instruments and initiatives. Prior to USCIB, Adam was Associate Director of the Global Environment Program at the NYU Stern School of Business, and Manager of Fixed Income Securities for Dean Witter Financial Services. Adam earned a BA in Political Science from the University of Rochester and an MBA in Finance and International Business from New York University.



**Bernardo Cruza** is Head of CSR at EL CORTE INGLES, a leading retail chain in Spain and Portugal. With experience in the buying department, he deals with human rights and social compliance issues in global value chains. Bernardo also chairs the Steering Committee of the Business Social Compliance Initiative and is a Board Member of the Foreign Trade Association, as well as a Stakeholder Board Member at the Association of Professional Social Compliance Auditors. Involved in producing sustainable changes in the Bangladesh garment industry, he participated in the Rana Plaza Compensation Arrangement Committee and the Accord on Fire and Building Safety in Bangladesh. He was part of the Spanish employers' delegation to the ILC in 2016 on Decent Work in Global Supply Chains. Bernardo is a Linguistics graduate with qualifications in sales and marketing, international trade, food safety, quality management systems and CSR.



**Farooq Ahmed** became Secretary-General of the Bangladesh Employers' Federation (BEF) in 2009 and is actively involved in representing and promoting the interests of Bangladesh employers in local and international forums, including the IOE, ILO and ILC, where he has represented Bangladesh employers for more than a decade. He has initiated many activities to promote industrial relations, organise social dialogues, and achieve improvements in tripartism, governance, and social protection. Farooq has been instrumental in rendering the necessary support to the government, employers, workers, and development partners in formulating and implementing various regulatory and policy reforms in labour relations, occupational safety, and skills development, among others. Farooq holds an MBA and a Master's in Defence Studies.



**José Maria Lacasa** has been involved with the CEOE, the Spanish Confederation of Employers' Organisations, since its inception in 1977. He has held various roles, including Director of the International Relations Department, and Secretary-General (from 2008 – 2015). Today, José María is President of the CEOE Foundation. He is also an Employer member of the ILO Governing Body, a Board Member and Treasurer of the International Organisation of Employers and President of BusinessEurope's Social Affairs Committee. José Maria holds an economics degree, as well as a law degree, from the Commercial University of Deusto.



**Tanya Cohen** took up office as the CEO of Business Unity South Africa (BUSA) in January 2017. Before joining BUSA, Tanya was the managing director of the Retail Association, and prior to that worked at Woolworths, a South African retailer, in the fields of stakeholder relations, transformation, and employee relations. She is no stranger to social dialogue, having been a lead negotiator for business on employment issues, including the Future of Work Dialogue, in Nedlac. In 2013 Tanya was nominated as the Employer vice-chairperson on the ILC Committee on Demographic Change and the World of Work. Tanya is an attorney by qualification and holds her BA, LLB, and LLM in Law. Tanya's focus at BUSA is to ensure that BUSA is positioned to influence the necessary conditions for inclusive growth and employment.



**Jorge Roig** has been involved, as Founder or Director, in Venezuelan business associations for more than 35 years. He held the presidency of Fedecámaras, the national Federation of Chambers of Commerce of Venezuela, from 2013-2015 and was a Deputy in the Venezuelan Congress from 1994 and 1999, during which time he was a spokesman for an important parliamentary group. He has been published in Venezuela's most relevant media outlets and has lectured internationally on development models. Jorge is President and Director of various industrial, construction and financial companies. An industrial engineer by profession, he graduated from the Universidad Católica Andrés Bello.



**Deborah France-Massin** is Director of the ILO's Bureau for Employers' Activities, responsible for a global team of professionals linking the ILO and its business and employer constituents in seeking to ensure that their policy priorities are reflected and recognised in ILO work. The Bureau also works directly with national representative business organisations to help improve their organisational strategies. Previously, Deborah was IOE Deputy Secretary-General and Head of International Social Affairs at the Confederation of British Industry, where she was a member of BusinessEurope committees and participated in European-level social partner negotiations. Deborah previously worked in commercial and HR management with large UK retailers and as a consultant to a number of MNEs on global HR strategies and negotiating European Works Council agreements.



**Henrik Munthe** is responsible for NHO's (Confederation of Norwegian Enterprise) international engagement in social policy. He has been the delegate for the Norwegian employers at the ILO conferences during recent years, and is a member of BusinessEurope's Social Affairs Committee. He is a lawyer by background, and prior to his present position Henrik worked at the Ministry of Finance, as an assistant judge, attorney in private law firms and Director of social affairs in the Norwegian Media Businesses' Association (affiliated to NHO).



**Jordi García Viña** has been the Director of the Social Affairs Department of CEOE, the Confederation of Employers Organisations of Spain, since February 2014. Since 2011, he has been a full University Professor of Labour and Social Security Law at the University of Barcelona and since July 2011, a Member of the Spanish Economic and Social Council (CES), designated by the most representative employers' organisations. Jordi is also a Member of the social solution system for non-jurisdictional matters between companies in Spain (SIMA). He is the author of several scientific papers in Spain and in Latin America and sits as a member on the Editorial Board of several scientific magazines dealing with Labour and Social Security. Jordi is a visiting Professor at several European and Latin American Universities. He holds a PhD in Law from the University of Barcelona and a Master's in Human Resources from the Polytechnic University of Catalonia.



**Daniel Funes de Rioja** has been President of the IOE since 2014. A Doctor of Law, Daniel sits on various boards, including as Vice-President of the Academy of Business Science and the Argentinian National Employers' Federation (UIA). He is also a Member of the Academy of Law and Social Sciences. Daniel has acted as adviser to the cabinet of several government ministries, the Presidency of the Central Bank of Argentina and the National Mortgage Bank. He has been a member of the Argentine delegation to the International Labour Conference since 1976 and regularly represents the global business community in high-level forums, including the G20.