



**REFORMS IN THE ILO**

Reform of any kind is never an easy process. Ways of doing things have been developed over years and levels of comfort are reached, vested interests often want to keep things as they are and, of course, there are different perceptions of reform. Some can see it as a way to improve things, others as an attack. However, such reasons in themselves must not become a barrier to progress.

The employers in the ILO and certainly many governments are convinced of the fundamental need to reform the governance and policy making structures of the ILO, namely the Governing Body and the International Labour Conference. A working party has been tasked to devise proposals for discussion at the forthcoming Governing Body. This in itself should be welcome but, worryingly, opposition to change remains trenchant from some quarters.

**Why Reform?**

Let us start with the dysfunctional Governing Body. The main issue remains the question of governance or, could it even be said, lack of it. The current system has the unworkable situation whereby *all* delegates are expected to follow *all* Committees, read *all* of the often opaque documents (currently averaging about 80 – excluding CFA documents) and are supposed to have positions on each point for decision. This is simply unrealistic and in the haze of confusion clarity is the loser. Nobody is sure of what was decided; what was not; what warranted further resources and what did not.

Second is the question of time. Governing Body and ILC commitments in any given year require delegates to be in Geneva for seven weeks. In budget years it is even eight weeks. This excludes any other ILO commitments such as regional or sub-regional meetings or membership of the CFA.

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## Finding Solutions

Imaginative solutions of course could be found. Some Committees could take place in parallel thus reducing the time of the Governing Body. Delegates could focus on one or two Committees, resulting in smaller Committees which could become much more dynamic and focused and where outcomes could be tracked-easier. For sure there are those with real concerns, but in many instances these can be addressed satisfactorily.

Reforming the ILC is proving equally elusive with again trenchant opposition from some. The ILC, the supreme policy making body of the ILO, *should* have a major international profile; *should* be producing high-impact well supported instruments and documents; *should* be attracting major political figures; *should* have cutting edge and forward looking policy debates - all to packed auditoriums. Currently, this is not exactly the case.

At the end of the day there has to be a recognition by *everybody* that there is plenty of room for improvement with the current processes. That is the first step. Workers, as well as governments and employers, want more effective governance of the Organization; all parties also want a more effective ILC, one with an internationally renowned profile. In fact when all is said and done, there is more that brings the constituents together than divides them.



Antonio Peñalosa  
Secretary-General

## IOE and Member Activities

The Montenegrin Union of Employers (MUE), jointly with the IOE, launched a major initiative on Microfinance at the end of February. MUE had commissioned a number of studies seeking to identify the key obstacles to smaller enterprise creation and development in Montenegro. Access to finance was consistently identified as the main barrier. There are limited providers of capital to small entities and the MUE identified a major gap in the market. They saw the initiative in three ways: (a) as a means to develop small enterprises in Montenegro; (b) in positioning the MUE as an organization increasingly representative of the interests of SMEs; (c) as a commercial opportunity for the MUE.

Nationally the initiative had the support of the Central Bank and the national agency for SME development - the heads of both those organizations attended, along with the Minister for Economy, who represented the Government. The importance of the initiative was reflected in the widespread media coverage.

**Montenegrin  
Employers  
Initiative on  
Microfinance**

<p>The highly successful launch of this initiative included participation from the IOE, the ILO, the European Bank for Reconstruction and Development (EBRD) along with employers from Croatia and Bosnia Herzegovina. Organizations representing microfinance institutions in Bosnia Herzegovina also participated. IOE Contact: <a href="#">Eric Oechslin</a>.</p>	<p>» ! <i>Montenegrin Employers' Initiative on Microfinance</i></p>
<p>The IOE, with the support of the Belgian government, will organize the first meeting of the newly established South and East European (SEE) network on employment at the end of April. This first meeting will be held in Zagreb and will discuss the employers' input into what is known as the Bucharest process (a peer-review process of employment policies). Additionally services to SMEs will also be discussed. Another meeting will be organized in Bucharest in October and a Conference on business climate at the end of the year in Sofia.</p> <p>The Swiss agency for development and cooperation has agreed to finance the IOE network of experts in labour law for a further year. This year the network will focus on the following issues: labour law reform, EU accession (social dialogue and participation of workers) and twinning partnerships among EOs in SEE. IOE Contact: <a href="#">Eric Oechslin</a>.</p>	<p><b>South and East European (SEE) Network</b></p>
<p>This year's East, Central and Southern African Employers' Organizations Conference was hosted by the Association of Tanzania Employers (ATE) in Arusha. The overriding theme for the Conference was the role of employers' organizations in promoting governance in general and corporate governance in particular. Debate has been going on in Africa since the New Partnership for Africa's Development (NEPAD) was launched as the development framework for the continent. The framework has recognized the lack of good governance as one of the ills facing Africa. Employers' organizations in Africa have been to the forefront in advocating for an enabling environment for business creation and development as one of the ways of jumpstarting African economies. It is for this reason that the Pan African Employers' Confederation (PEC) has launched its Code of Good Governance as an advocacy tool.</p> <p>The Arusha Conference called for more efforts to promote this tool to both companies and African governments. The IOE, which was represented in the meeting, advised its members from the sub-region to develop action plans on corporate governance and to share experiences on best practices. The IOE would also make available to them experiences from other parts of the world. The Conference also benefited from a presentation by Transparency International on ways of tackling corruption.</p> <p>As in previous conferences, the participants also addressed issues of concern to them. One issue that was common was how to ensure the sustainability of employers' organizations as the credible voice of business in the face of growing competition from other bodies. It was repeatedly noted that the future of employer organizations with a single focus on industrial relations / social issues was limited and that such organizations would have to broaden their agendas to include economic and trade issues if they wanted to remain relevant and survive. IOE Contact: <a href="#">Frederick Muia</a>.</p>	<p><b>East, Central and Southern African Employers' Organizations Conference : Promoting good corporate governance practices</b></p>

<p>Employers' organizations in Latin America have been witness throughout the last thirty years to outstanding support received from the ILO on the occasions where they have suffered violations to their rights. There is little public knowledge of the fact that the ILO also defends employers' interests. The employers of Chile, Nicaragua, Panama, Guatemala and Venezuela are clear examples of organizations which have been defended by the ILO against attacks by their respective governments.</p> <p>Specialists from 16 Latin American countries, along with the IOE, met in Panama in February to launch a guide prepared by the ILO, the Turin training centre and the IOE, containing all the complaints presented by employers organizations and the IOE to the ILO's supervisory bodies and the summary of recommendations, conclusions or decisions emanating from these bodies. The guide is available in Spanish, French and English. IOE Contact: <a href="#">Andres Yurén</a>.</p>	<p><a href="#">Latin American employers meet to launch Freedom of Association Guide</a></p>
<p>The Women's Employment Summit held in Istanbul in February provided a unique opportunity for an open dialogue about women's employment in Turkey within the framework of women's economic, social, political and cultural dimensions. A series of panel discussions followed by active debates were led by representatives from: universities, public institutions, institutions related with women's employment, the European Commission, the European Parliament, the International Labour Organization, several employers' organizations from Europe and the media on the following topics:</p> <ul style="list-style-type: none"> <li>• Conditions of women's employment in EU and in Turkey</li> <li>• Obstacles for Women's Employment in EU and Turkey and Proposals for Solutions</li> <li>• Education of Women and Social Exclusion</li> <li>• Good Practices in Promoting Women's Employment</li> <li>• Contributions of Women's NGOs to Women's Employment</li> </ul> <p>TISK was widely praised for organizing the Summit, which served to raise the profile of the issues faced by women in Turkey and build on the legislative progress that has been achieved in recent years. The Summit was concluded with the adoption of a Final Declaration. For a copy of the Final Declaration or questions about the Summit, contact <a href="#">Sandy Gros-Louis</a>.</p>	<p><a href="#">Turkish Employers host Turkey's first Women's Employment Summit</a></p>
<p>The Dutch Employers (VNO-NCW), in cooperation with the Foreign Affairs Ministry, have established a Foundation to work with employers' organizations (EOs) in developing and transition economy countries. Capacity building of EOs to enable them as strong national voices to effect reforms of the operating environment for business (such as developing advocacy and communication skills) will most likely form part of the future programme. The initiative, which is supported at highest level in VNO-NCW, with the Director General sitting on the Foundation's Board, expects to launch activities within the coming months. The IOE has and will continue to work closely with DCEP and provide any support that is requested.</p>	<p><a href="#">Dutch Employers Cooperation Programme (DCEP)</a></p>

<p>A number of IOE member organizations have been (and are currently) engaged (mainly through Foreign Affairs Development Ministries) in such types of activities with EOs in developing and transition economy countries. Consideration in the future could be given to hosting a meeting of interested member organizations on this issue. IOE Contact: <a href="#">Gary Rynhart</a></p>	<p>» ! <i>Dutch Employers Cooperation Programme (CDEP)</i></p>
<p>On 2 March IOE Honorary Chairman, Jean-Jacques Oechslin, was decorated Cavaliers Cross of the Order of Merit of the Republic of Poland in recognition of services rendered to the employers of Poland in the reconstruction of a market economy and to the establishment of a genuine, representative employers' organization: the <a href="#">Confederation of the Polish Employers and Entrepreneurs (KPPP)</a>.</p>	<p><b>Jean-Jacques Oechslin receives Polish Decoration</b></p>
<p><b>International Labour Organization</b></p>	
<p>In February a new Maritime Labour Convention was adopted with no votes against and only four abstentions. (While this is highly impressive, the real test will be in the number of ratifications).</p> <p>The Convention, which consolidates and updates sixty-eight ILO maritime Conventions and Recommendations, will apply to all ships engaged in commercial activities with the exception of fishing vessels and traditional ships (such as dhows and junks). It sets minimum requirements for seafarers to work on a ship and contains provisions on conditions of employment, hours of work and rest, accommodation, recreational facilities, food and catering, health protection, medical care, welfare and social security protection. The Convention has legally binding standards accompanied by directions given by guidelines. In this it departs significantly from that of traditional ILO Conventions. Its amendment procedures are rapid and it sets out a system for the certification of seafarers' labour conditions.</p> <p>In many respects there are a number of lessons to be taken from the process. First of all there was significant preparatory work in advance of the Conference (over years) and the text which was the basis for work had been discussed extensively. The key lesson perhaps is – <i>doing less better</i>. The more preparation, the more comfortable groups are with a process, the greater the chance of positive outcomes for all. There were obviously a few “big ticket” items still left to be resolved going into the Conference, such as the definition of seafarer, Masters working hours, the scope of the Convention (should it include inland, sheltered or archipelagic waters) and the inclusion of pensions.</p> <p>In terms of procedures the work was done by a Committee of the whole. A steering group was established to manage the work load and foresee problems. Working groups were given specific mandates and met on the more difficult issues. “Friends of the Chair” met on particularly difficult issues. Flexibility and innovation generally led to speedy technical progress. The process was also very successful because all groups wanted it to be (as we know this is not always the case at the June Conference).</p>	<p><b>New Maritime Labour Convention</b></p>

<p>In terms of the follow-up, the key issues for the ship-owners are promotion of the Convention, ILO/IMO crew claims working group, Guidelines on port state control, the ILO/IMO work on the human element and the promotion of the JMC. IOE Contact: <a href="#">Jean Dejardin</a>.</p>	<p>» ! <i>New Maritime Labour Convention</i></p>
<p>During the forthcoming ILO American Regional Meeting in May (Brasilia), the ILO Office will present to constituents its proposal for a <i>Hemispheric Agenda to Promote Decent Work</i>. In developing such an agenda, the ILO will suggest to member States a coordinated series of economic, legal, institutional and labour market policies that seek to attain sustained economic growth and to harmonize economic growth with job creation. The agenda sets specific goals to be achieved in the next 10 years. In preparation for the Brasilia discussion a group of representatives of IOE organizations from all over the continent participated in February in an ILO workshop (Buenos Aires) to provide guidance to the ILO Office as to how the business community would envisage the limits and scope of any ILO action in the continent. IOE Contact: <a href="#">Andres Yurén</a>.</p>	<p><b>Decent Work Agenda in the Americas</b></p>
<p>The theme of ECOSOC's High Level Segment (HLS) to take place in July this year is "<i>Creating an environment at the National and International levels conducive to generating full and productive employment and decent work for all, and its impact on sustainable development</i>". The ILO is the lead agency for the HLS. A number of preparatory meetings are also scheduled, starting in April. The employers participating at this preparatory session will be Ronnie Goldberg (US); Jacqueline Coke Lloyd (Jamaica); and Johan Carlstedt (Sweden).</p> <p>While the HLS is a multi agency endeavour, the ILO will take the lead in a number of areas (some of which go well beyond its historical mandate and core competencies). These are expected to be "<i>Growth and Employment: Creating a national environment conducive to full employment and decent work</i>"; "<i>Raising employment and productivity of low income groups in rural and urban areas</i>"; "<i>Working out of Crises</i>"; "<i>The challenge of globalization - labour migration, brain drain and brain circulation</i>". IOE Contact: <a href="#">Gary Rynhart</a></p>	<p><b>ECOSOC's High Level Segment</b></p>
<p>The ILO's International Occupational Safety and Health Information Centre (CIS) recently updated its list of selected internet resources providing information on the protection of workers against avian influenza : <a href="http://www.ilo.org/public/english/protection/safework/cis/products/themes/themes-avian.htm">http://www.ilo.org/public/english/protection/safework/cis/products/themes/themes-avian.htm</a></p>	<p><b>Protecting Workers against avian influenza</b></p>

<b>UN and other International Organizations</b>	
<p>IOE President François Perigot and Executive Vice-President Daniel Funes de Rioja led a high level IOE delegation to meet with WTO Director General, Pascal Lamy in February.</p> <p>The meeting in the main served as a stock taking exercise and to examine areas of future partnership between the IOE and WTO. The WTO is an organization with which the IOE will seek to strengthen its relationship, particularly as the ILO is increasingly looking to develop <i>its</i> relationship with that Organization. Currently, for instance, there are tentative proposals for joint WTO/ILO research, while the WTO has been engaged in the ILO's ongoing 'Policy Coherence Initiative'.</p> <p>To date the IOE has tracked WTO developments, particularly those with a social or labour angle, through the WTO's consultative process where regular briefings are given (on occasion by the Director General himself) and this is then fed into the IOE's <i>Tradetalk</i> publication. The Director General offered the IOE increased cooperation in helping it provide information at IOE meetings. He also expressed his readiness to personally provide briefings - when time permits, obviously - to IOE members organizations. The next such occasion will at the IOE General Council on 30 May. IOE Contact: <a href="#">Gary Rynhart</a>.</p>	<p><b>IOE Delegation meets with WTO Director General</b></p>
<p>Some 140 delegates from trade unions throughout the world gathered in Nairobi in January to explore ways in which the issues of sustainable development as they relate to the environment and climate change can be promoted within the trade union agenda. The IOE was invited to present the business view on the issue.</p> <p>The resolution adopted at the end of the two day Assembly looks to: strengthen collaboration between ILO/WHO/UNEP and the ICFTU; develop a common platform on these issues; and see how traditional bargaining can be used to address issues of sustainability.</p> <p>The Assembly has increased the engagement of trade unions in looking at how to address issues of environment within a business as well as looking to a rights based approach to such issues as water and energy. This issue is likely to be followed up by the Workers' Group within the ILO. A full copy of the report of the Assembly and other resources used in the debates can be found at: <a href="http://www.icftu.org">www.icftu.org</a>.</p>	<p><b>Trade Union/ UNEP co-operation on labour and the environment</b></p>
<p>As a follow up to the appointment of John Ruggie as the UN Secretary-General's Special Representative, after the Human Rights Commission's decision last year not to adopt the proposed "draft" Norms, the IOE has been asked to assist him in his mandate on the role of business and human rights, by elaborating some work on indicating effective ways for companies to deal with human rights dilemmas in weak governance zones.</p>	<p><b>Business and Human Rights</b></p>

<p>This work comes as a result of the debate where a common question asked is “<i>It is good that companies comply with the law, but what role do companies have where they operate in areas where the law either does not exist or is not enforced?</i>”</p> <p>In taking this work forward over the coming months the IOE will also liaise with ICC, BIAC and UNICE in order to determine the best way to establish the scope and modalities of this work. The outcome will form a part of Mr Ruggie’s second report due at the end of the year. IOE Contact: <a href="#">Brent Wilton</a>.</p>	<p>» ! <i>Business and Human Rights</i></p>
<p>The International Finance Corporation has adopted new environmental and social standards which will replace its existing safeguards. Specifically, the standards contain new requirements for community health, safety and security; labour conditions; pollution prevention and abatement; integrated social and environmental assessments; and management systems. The standards adopt an ‘outcomes-based approach’ which requires client companies to have in place effective management systems that allow them to handle social and environmental risks as an integral part of their basic operations and business model.</p> <p>The environmental and social guidelines, the <i>Equator Principles</i> (which are now applied by 40 leading commercial financial institutions collectively representing some 80 percent of global project finance) are also expected to be updated in accordance with the new IFC standards. The ICFTU has broadly welcomed the initiative and sees it as a precedent for international lending in both the private and public sectors.</p> <p>There are a number of questions with this development. What impact will this have on private lending institutions as well as on regional and national development banks? How will the application of these standards be interpreted, particularly those related to labour provisions? The ILO was engaged in the process of developing the standards and is seeking an active follow up role with IFC: how will that be shaped and reported to the Governing Body?</p> <p>The IOE has been in contact with IFC and will closely follow up on this process. IOE Contact: <a href="#">Brent Wilton</a></p>	<p><b>International Finance Corporation: new environmental and social standards</b></p>
<p>At the beginning of the year the Global Compact Office officially called for nominations for the Global Compact Board from amongst the various interest groups, including business. The initial deadline for receipt of nominations was extended from 10 February to 6 March.</p> <p>As part of this process, IOE Secretary-General Antonio Peñalosa, was nominated. The Secretariat has also received advice from six member federations of nominations. Eleven of the twenty seat Board have been allocated to the business community. The UN Secretary General will make the final selection of Board members shortly. IOE Contact: <a href="#">Brent Wilton</a>.</p>	<p><b>Nominations for new Global Compact Board</b></p>

The twenty-two country members of the Arab Labour Organization (ALO) met in tripartite delegations in Rabat (Morocco) in February to celebrate the 33<sup>rd</sup> Arab Labour Conference. Social Dialogue, the coordination of Arab legislation and the preparations of the ILO International Labour Conference were the main issues on the agenda. The IOE Secretary-General, Antonio Peñalosa, participated at the Conference and discussed with Arab Employers' Group the main issues related to the agenda as well as the future IOE programmes in the region, in collaboration with the ALO and the Union of Arab Chambers of Commerce. IOE Contact: [George James](#).

[The Arab Labour Conference discusses social dialogue](#)

## Corporate Social Responsibility Round-Up

- The new revised *Global Reporting Initiative's sustainability reporting guidelines* will now include what are called 'technical protocols' that specify in considerable detail how companies should use the social and environmental indicators in their reports: [www.grig3.org](http://www.grig3.org)
- The FTSE4Good index has reversed its policy on allowing companies engaged in uranium mining to participate - Anglo American, BHP Billiton and Rio Tinto are all now expected to participate in the index: [www.ftse.com/Indices/FTSE4Good\\_Index\\_Series/index.jsp](http://www.ftse.com/Indices/FTSE4Good_Index_Series/index.jsp)
- Barclays Bank, in a trend replicated by a number of other major financial institutions, is dipping its feet into the burgeoning Microfinance market. A pilot scheme with local entrepreneurs in Ghana (known as Susu collectors) has gotten underway. <http://www.newsroom.barclays.co.uk/Content/Detail.asp?ReleaseID=533&NewsAreaID=2>
- Tazo Tea has become the latest member of the Ethical Tea Partnership, bringing to 18 the number of companies in the partnership. The partnership has now also extended its supply chain monitoring to Latin America. : [www.ethicalteapartnership.org](http://www.ethicalteapartnership.org)
- The first cross industry corporate reasonability benchmark has been introduced in China and was unveiled at Global Compact's summit in Shanghai recently. Four areas for evaluation are : corporate governance, environmental impact; social impact; and workplace practices: [http://www.unglobalcompact.org/NewsAndEvents/news\\_archives/2005\\_12\\_01b.html](http://www.unglobalcompact.org/NewsAndEvents/news_archives/2005_12_01b.html)
- The Roundtable on Sustainable Palm Oil (group of 110 organizations) has signed off on a set of principles for the sector (interestingly social impacts have been given equal prominence to environmental impacts). [www.rspo.org](http://www.rspo.org)
- European soft drinks manufactures have agreed to a code of conduct aimed at tackling obesity among young people: [www.unesda-cisda.org](http://www.unesda-cisda.org)
- A 'sustainability management standard' is due to be launched in May by the British Standards Institution. The non-binding standard is based on four measures - inclusivity; integrity; stewardship; and transparency: [www.bsi-global.com/](http://www.bsi-global.com/)
- US-based multinationals are less trusted abroad than at home according to a survey carried out by Public Relations Firm Edelman (200 opinion leaders in eleven countries were surveyed). [www.edelman.com](http://www.edelman.com)

- Unilever and Oxfam have completed a set of assessments of the company’s Indonesian operations. The assessment showed amongst other things the (positive and diverse) impact of Unilever on the local economy. Oxfam admitted ‘*the results challenged some of our assumptions*’: [www.unilever.com/ourcompany/newsandmedia/unileverindonesia.asp](http://www.unilever.com/ourcompany/newsandmedia/unileverindonesia.asp)
- An index is being drawn up to benchmark UK financial institutions on how responsible they are when lending to consumers: [www.responsiblelendingindex.com](http://www.responsiblelendingindex.com)

## IOE Secretariat

The Secretariat is in the process of producing the following technical documents.

- Position Paper on the ILO Declaration on Fundamental Principles and Rights at Work
- The Evolving Debate on Trade and Labour Standards
- Microfinance : A Guide for Employers
- Employer Guide to the ILO Governing Body
- Employers’ Organizations and the Fight against Corruption

These documents are currently at the consultation phase - drafts can be accessed on the IOE website in the ‘documents in progress’ section [www.ioe-emp.org](http://www.ioe-emp.org)

[New IOE Publications](#)

The IOE’s new website is now up and running, with considerable changes having been made. New features include:

- Section for IOE documents ‘in progress’
- IOE briefings for Governing Body and International Labour Conference
- All IOE Circulars
- Updated library of member organizations’ publications
- A comprehensive news section
- Updated Policy areas

It is hoped in particular that the website can become a useful repository on international employer issues for staff of IOE member organizations. In this respect we encourage member federations to disseminate their organization’s personalized password widely within their organization.

IOE Contact: [Josefa Cañoto](#).

[New IOE website](#)

## Publications

- The OECDs “*Going for Growth 2006*” provides an overview of the progress achieved by OECD member countries in 2005 (presentation on the document): <http://www.oecd.org/dataoecd/4/58/36054305.pdf>.
- **Three new publications from International Finance Corporation (IFC)**
  - ✓ *Simplification of Business Regulations at the Sub-National Level: A Reform Implementation Toolkit for Project Teams*. The toolkit provides a thorough overview of the process of simplifying business regulations at the municipal level.
  - ✓ *Business Registration Start-Up: A Concept Note* lays down general principles for the regulatory functions of business registration and provides good practice examples.
  - ✓ *Building the Capacity of Business Membership Organizations: Guiding Principles for Project Managers* provides guidelines for designing, implementing and evaluating projects that strengthen business associations

Available at [www.ifc.org/ifcext/sme.nsf/Content/Publications](http://www.ifc.org/ifcext/sme.nsf/Content/Publications)

## Major Forthcoming Meetings

- |                  |   |
|------------------|---|
| 16 - 31 March    | » ! 295th Session of the Governing Body and its Committees ( <i>Geneva</i> )                                |
| 24 - 25 March    | » ! IOE Management Board ( <i>Geneva</i> )  |
| 5 - 7 April      | » ! SME training workshop ( <i>Panama City</i> )  |
| 5 - 7 April      | » ! Fourth Meeting of EU-Latin America and Caribbean civil society organizations ( <i>Vienna, Austria</i> ) |
| 25 - 27 April    | » ! ILO/IOE/CAPE Asian Regional Employers' Meeting ( <i>Beijing, China</i> )                                |
| 1 May            | » ! IOE Presidents of Latin American Employers Organizations meeting ( <i>Brasilia, Brazil</i> )            |
| 1 - 5 May        | » ! Women's Entrepreneurship Conference for Employers' Organizations ( <i>Lusaka</i> )                      |
| 2 - 5 May        | » ! Sixteenth American Regional Meeting ( <i>Brasilia, Brazil</i> )   |
| 9 May            | » ! Employers' CSR Conference ( <i>Zagreb, Croatia</i> )  |
| 8 - 13 May       | » ! Meeting of Experts on Safety and Health in Coal Mines ( <i>Geneva</i> )                                 |
| 30 May           | » ! IOE General Council ( <i>Geneva</i> )   |
| 31 May - 16 June | » ! 95th Session of the International Labour Conference ( <i>Geneva</i> )                                   |
| 21 July          | » ! ILO/IOE/JBF 7th Asia-Pacific High-level Employers' Conference ( <i>Ulan Baatar - Mongolia</i> )         |
| 29 August        |   |
| - 1 September    | » ! 14th Asian Regional Meeting ( <i>Busan - Korea</i> )  |