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The voice of employers in the world

Our Role:

The International Organisation of Employers is the recognised organization representing the interests of employers in international social and labour policy matters. Since 1920, the IOE has been the only authoritative employers' voice at the international level.

Membership is open to national employers' organizations. Today it consists of 135 national employers' organizations from all over the world.

Our Mission:

- To promote and defend the interests of employers and their organizations in international fora
- To promote free enterprise, its creation and development
- To assist in establishing and strengthening employers' organizations
- To facilitate the exchange of information and strengthen relationships amongst members

Concurrently the IOE acts as the permanent Secretariat of the Employers' Group at the ILO. The IOE also enjoys consultative status with other UN agencies thereby ensuring the views of employers are known in any forum where the debate affects them.



The International Organisation Employers:

Over eighty years in the service of enterprises

The International Organisation of Employers reacting to change

The speed of change in today's world means that employers have to be able to respond quicker and more effectively to new challenges and policy issues. In the past year the IOE has engaged in more and more activities in the international and regional fora where employer interests are represented. While the ILO continues to be the IOE's main arena, in the last year the IOE has developed deeper relationships with a number of other relevant international organizations and has strengthened its ties with a range of these, in particular with UNDP and the UN Secretary-General's Office. It is our hope for the next year that we can continue to build on and develop these relationships and enhance the current work that the IOE does in the interests of its members.

This year the IOE welcomed the Yugoslav Union of Employers, as a new member and next year the Iran Confederation of Employers' Associations is expected to become the 136th member. To be able to respond more effectively to members' requirements today means that the IOE needs increased communication with its expanding membership. We will increase use of the Internet as the vehicle for providing members with the information they need and, conversely, they will use it to communicate with the IOE. Furthermore, the IOE will establish, next year, policy working groups, which will increase the IOE's ability to provide members with guidance in the main debates.



A central theme of 2002 was the further strengthening of our relationship with the International Confederation of Free Trade Unions (ICFTU) and the Workers' Group in the ILO. Increasingly, we are exploring together areas where we have commonality and where we can cooperate, and look to further explore the creation of a sound relationship in the coming year.

It remains vitally important to member federations to have a strong and vibrant IOE to tackle the debates at the international level, before they re-emerge at national level. It is crucial in the coming year that the IOE increases its visibility and in this the assistance and participation of the member federations is essential. It is only through the strong and active support of members that the IOE will be able to increase its influence and be able to speak with a more powerful voice in the debates of concern to employers.

François Perigot
President

Daniel Funes de Rioja
Executive Vice-President

Antonio Peñalosa
Secretary-General

It is only through the efforts of member federations that the IOE can develop a stronger and more powerful voice that can enable it to play a more effective and influential role at the international level

The business response to a changing society

Corporate Social Responsibility: Innovation through voluntarism

Today, Corporate Social Responsibility (CSR) is very much part of the business lexicon and increasingly at the top of the business agenda. CSR is seen as the means by which business can voluntarily reach out to society through initiatives which, in going beyond legal compliance, look to contribute positively to the process of globalization.

Any debate that looks to the responsibilities of business must also include a consideration of the responsibilities of the other actors in society, especially those of governments and multilateral organizations. Each has its role to play but each role needs to be understood and respected

As CSR is a voluntary business initiative and given its growing importance within the business community, it is important that business does not lose influence within the debate and starts to respond consistently to those who question business behaviour. If this opportunity is missed, it will seriously weaken employers and their organizations at both the international and national level.

IOE member federations are addressing CSR in different ways given the realities of their different operating environments. This diversity of response lies at the heart of the value of these voluntary business initiatives.

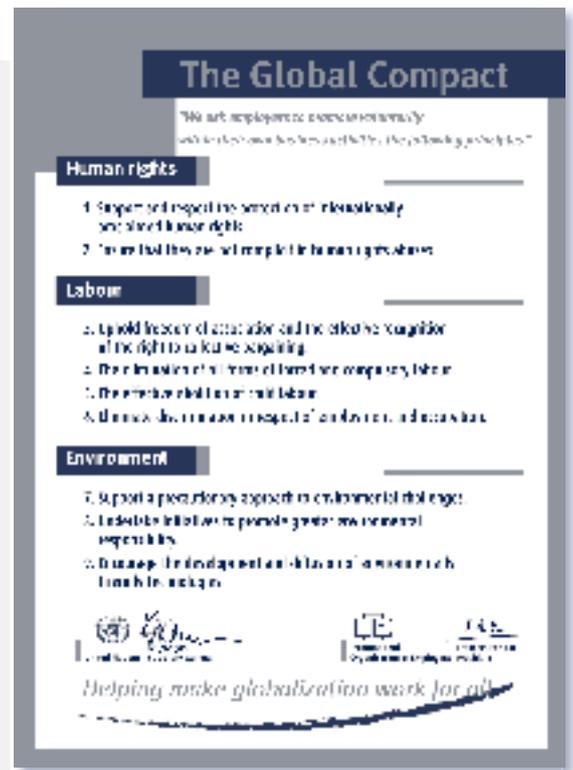
Throughout the year there were numerous initiatives relating to CSR that engaged the IOE in debates in several fora ranging from the United Nations High Commissioner for Human Rights (UNHCHR), the European Commission, the International Organisation for Standardization (ISO) as well as in the ILO. Some of the policy proposals that have emanated to date have the potential to be problematic for employers and deviate from the very essence of CSR – innovation through voluntarism. Consequently, during the year the IOE intensified its collaboration with some of these organizations and, in addition, intensified its consultations with members on this issue. It is intended to have an IOE Position Paper on CSR in 2003.

The Global Compact

The IOE has been at the forefront in promoting the Global Compact's nine principles amongst employers throughout the world and in taking the Compact to the country level so as to engage all businesses in exploring ways to advance the principles within their own spheres of influence.

In April, at the invitation of UN Secretary-General Kofi Annan, the IOE President led a high-level delegation to New York. The meeting was an opportunity for the IOE to place before the Secretary-General its record of work to date in promoting the nine principles of the Global Compact with members, as well as outlining its future work programme in this regard. The IOE was also able to present a book containing letters supporting the promotion of the Compact from national member federations and, with the UN Secretary-General, signed a poster, which calls on employers to voluntarily promote the Compact in their business operations. As of the year-end, 90 IOE member federations had expressed their support for this initiative. Member interest in exploring national activities to promote the Global Compact, in association with the ILO and UNDP, continues to expand.

The IOE President will join the Global Compact Advisory Council, chaired by UN Secretary-General Kofi Annan.



“I commend the IOE for its continuing role in promoting the Global Compact principles among its members and in striving to enhance the Compact’s learning and educational focus”

Kofi Annan - UN Secretary-General



Globalization, employers and the ILO's response

The principal arena for debate on globalization for the IOE during the year was in the ILO's World Commission on the Social Dimension of Globalization. The Commission had its inaugural meeting at the end of March and met a total of three times in the year. It will meet a further three times next year. The Commission's principal aim is to produce a Report, which is expected in autumn 2003, that will look at the interaction between the global economy and the world of work. The broad goals of the Commission are:

- to identify policies for globalization which reduce poverty, foster growth and development in open economies;
- to identify policies which can make globalization work for all;
- to promote a more focused international dialogue on the social dimension of globalization;
- to generate international political will and consensus on appropriate policy responses;
- to assist the international community forge greater policy coherence in order to advance both economic and social goals.

Throughout the year, the IOE was fully engaged in this debate in all of its many facets and has been strongly led in the debate by the IOE President and Executive Vice-President, in addition to the contributions from other business based Commissioners, Ann McLaughlin Korologos, Vice Chairman of the Rand Corporation and Taizo Nishimuro, Chairman of the Board of Toshiba Corporation.

"I would argue that the free market economy works best when the values that underpin it are shared by society as a whole and largely applied in its dealings with each other and with the outside world. By values I mean those concepts that constitute the essence of a free market economy: individual responsibility (freedom of choice), risk taking (with its positive or negative outcomes) and competition (reward or recognition). I mean also things like responsibility, respect for the law, respect for the individual and property, transparency, integrity, human dignity, equality, freedom and no doubt others such as intellectual honesty and full respect for the rules of the game."

*François Perigot
IOE President*

A number of regional and country level consultations with the Commission and key actors and stakeholders, along with “Knowledge Networks” of people with knowledge or experience on particular subjects, were held to assist the Commission in its deliberations. IOE member federations actively participated and contributed in all of these activities.

Perhaps the greatest strength of this Commission is its diversity, being composed of individuals coming from widely divergent backgrounds and holding, often with deep conviction, strong views on globalization. The challenge before them is to devise practical policy recommendations that this group can stand behind.

The Governing Body Working Party on the Social Dimensions of Globalization, now in its eighth year and traditionally the main forum for debate on globalization in the ILO, provided further input to the debate in the form of interventions to the Governing Body from high-level guest speakers, such as the Heads of the WTO and UNDP.

“Many, if not most, excluded countries are characterized by poor governance. Good governance is an essential condition for successful integration with the global economy, and to an equitable sharing of its benefits, since it directly relates to the existence of appropriate policies, actions and investments needed at the domestic level. Some (or many) of the failures relating to integration are attributable to the absence of good governance. However, there is an almost deafening silence in many debates on globalization on how the lack of good governance has contributed to depriving countries and their people of the benefits of globalization.”

*Daniel Funes de Rioja
IOE Executive Vice-President*



Moving forward in common interest

This year the IOE further strengthened its relationship with the International Confederation of Free Trade Unions (ICFTU) and the Workers' Group in the ILO. Increasingly, the IOE and ICFTU are exploring together areas where there is commonality and where cooperation is possible. While there were a number of meetings and consultations between the IOE and ICFTU during the year, perhaps this spirit of cooperation was best reflected in the invitation to ICFTU General Secretary, Guy Ryder, to address the IOE General Council.

One key dimension of this relationship is the common determination of both the ICFTU and the IOE to see the ILO become more relevant and the voice of social partnership. In a globalized world, the world of work needs leadership and the only institution capable and qualified to do this is the ILO. However, one of the ILO's weaknesses is its incapacity to project its internal strengths externally.

In the coming year, tripartism will remain a priority area for the IOE. It is hoped that the adoption of the Resolution on tripartism and social dialogue at the International Labour Conference, which was strongly supported by the Workers' Group, will reaffirm the fundamental importance of this concept to the ILO.

“For collaboration between workers and employers to work effectively and to deliver on its potential, it must have real substance and content, it cannot just be a slogan.”

*Antonio Peñalosa
IOE Secretary-General*



International Trade Unionism and Global Framework Agreements

Despite declining national trade union density, the profile and political power of international trade unions is growing. Increasingly, trade unions are operating over borders with international involvement in domestic disputes. To date, there are numerous instances of such activities, including coordinated transnational boycotts.

Global Framework Agreements (GFAs) are increasingly being advocated and strongly pushed by trade unions as a mechanism to leverage greater domestic and international authority. The issues with these agreements include: their legal implications; the unpredictable effects they may bring, including obligations on employers with regard to international labour standards; and implications for existing partnership arrangements with local unions at a national level. The IOE has begun to act as a platform for enterprises and business to exchange information, share experiences and to reflect collectively on these agreements. In the coming year the IOE will continue to give attention to this emerging issue for employers and their organizations.



The IOE will act as a platform for companies in providing information and exchanging views on Global Framework Agreements

Other Issues in the Year

Decent Work

The ILO Director-General's Report in 1999 proposed securing 'Decent Work' for women and men everywhere as a primary goal for the ILO and this concept continues to guide the work of the IOE. In response, the IOE adopted a Position Paper entitled "Decent Work - How to operationalize it: the employers' perspective" that attempts to try and clarify the concept for employers. The challenge is to develop Decent Work policies that take account of national capacities and result in the effective balance of economic and social development needs, achieved through a competitive national economy.

Informal Economy

The informal economy, which represents a growing part of many countries' economic activities, is a key area where the IOE has been engaged in promoting it as a fundamental element in national economic development strategies. There was a General Discussion on the issue at the International Labour Conference and the ILO has made it a high priority and is developing assistance programmes for countries to address the issue.

The main policy objective of the IOE is to try and bring this informal activity within the parameters of the formal economy through promoting policies which aim to provide an enabling environment for those engaged in informal activities to be able to progress to the formal economy without destroying, in the meantime, the only means of livelihood available to millions of people in developing countries.

Support for the ILO Declaration and the Elimination of Child Labour

At this year's International Labour Conference, the Global Report focused on the issue of Child Labour, as part of the follow up to the ILO Declaration of Fundamental Principles and Rights at Work, which the IOE remains strongly committed to promoting. The IOE continues to work with its members and other relevant stakeholders in trying to eliminate this problem. The IOE participated in several international fora, presenting the employers' perspective as well as facilitated the ILO in reaching an agreement with Real Madrid and FIFA to promote its IPEC programme.

HIV/AIDS

HIV/AIDS is now the leading cause of death in sub-Saharan Africa and the fourth biggest worldwide. HIV/AIDS not only is a serious human problem throughout the world, but also impacts directly on business operations.

Business has responded positively to the often overwhelming challenge posed by the HIV/AIDS pandemic by attempting to play a facilitative, informative and educational role. The IOE worked very closely during the year with UNAIDS and produced a specific guide "The Employers Handbook on HIV/AIDS - A Guide for Action", to serve as a guide for employers' organizations and their members in their endeavours to mitigate its impact. It outlines a framework for action by both employers' organizations and their members and provides examples of innovative responses by employers. The IOE also presented the employer perspective at a panel discussion on the fight against HIV/AIDS at the major international conference on HIV/AIDS that took place in Barcelona.



Working with Members

Africa

The African region continued to be faced with challenges in the year ranging from poverty and unemployment, lack of integration into the world economy, armed conflict and poor governance. In all of these aspects the HIV/AIDS pandemic impacted significantly. The IOE during the year worked with a multitude of agencies in responding to the needs and challenges of employers in the region.

New Partnership for Africa's Development (NEPAD)

This initiative, which was launched at the start of the year, aims to address the problems faced by the continent, such as the lack of the rule of law, corruption, poor infrastructure and the need for increased investment. The IOE worked throughout the year to place the role of business at the forefront of this initiative. In partnership with the Pan-African Employer's Confederation, ACT/EMP and the National Council of Senegalese Employers, the IOE organized a major event in Senegal to discuss 'the role and place of the private sector in the implementation of the initiative'. At this meeting the IOE President called on governments in Africa to create the enabling environment for economic and social development through the provision of effective services. It is too early to give final judgements on the NEPAD, but the early indications from IOE African members are largely positive.

Informal Economy

A focus for African employers during the year was on developing appropriate and positive employer strategies aimed at the integration of informal activities into the mainstream of the economy. In preparation for the International Labour Conference,

The NEPAD initiative has the potential, if fully utilized, to provide African countries with the mechanisms to develop genuine national economic and social development, based on sound and efficient governance, free from corruption, that works for all the people

the IOE in conjunction with ACT/EMP, the Cameroon Employers' Federation (GICAM) and the Central Africa Employers' Union (UNIPACE) organized a seminar in Cameroon, the aim of which was to enable employers' organizations to better understand the functioning of the informal economy in a continent where it contributes an estimated 50% of GDP.



Entrepreneurship and Women

Member federations also focused on the role played by women in African economies, particularly in agriculture and in the informal economy, and the role of employers' organizations in eliminating the barriers to female entrepreneurship and in fostering an entrepreneurial culture for women. The IOE has been exploring ways of building strategic alliances between associations of women in business and IOE member federations on the continent. In November in collaboration with ACT/EMP, the General Confederation of Moroccan Employers (CGEM) and the Association of Moroccan Women Entrepreneurs (AFEM), the IOE organized a high level symposium on the promotion of women entrepreneurship in Africa. The important role of **social dialogue** also featured in events held in the region during the year and it was a major theme of the East, Central and Southern Africa Employers' Conference held in Swaziland.

HIV/AIDS

The related problems created by the HIV/AIDS pandemic on employers in Africa was a continual theme at most meetings that the IOE participated in during the year on the continent. HIV/AIDS remains a very high priority for member federations in Africa and a central element of IOE activities during the year related to assisting employers' organizations develop strategies to tackle HIV/AIDS.

The Americas

Employers' organizations on the continent faced a diversity of challenges, from the economic downturn in the North, to the political turmoil in the Andean region, and the financial crisis in the southern cone. Consequently, subjects such as regional integration, the strengthening of democratic values, sustainable development and poverty reduction/eradication dominated the agendas of employers.

Continental Integration

With the countdown to the Free Trade of the Americas Agreement, collaboration between the IOE and the Organization of American States (OAS) was understandably accelerated. The IOE was actively involved in a number of events that addressed the labour and employment dimensions of the regional integration process and coordinated the participation of employers' representatives of the Business Technical Advisory Committee (CEATAL) at OAS meetings in the Dominican Republic, Canada and the United States. In Lima (Peru) the IOE, together with the ICFTU, hosted a meeting that produced a joint Declaration expressing common concerns regarding the process of regional integration.



Strengthening ties between employers' organizations

The IOE continued to provide a forum for employers' organizations from the region to exchange information and coordinate efforts. The main IOE meeting in this regard was the XIV Meeting of Presidents of Ibero-American Employers' Organizations held in the Dominican Republic. Another high-level meeting in which IOE members participated was the Second EU-Latin America and Caribbean Business Summit, which took place in Mexico City.



Building the capacity of employers' organizations

The IOE continued to give its support to the Latin American Institute for the Management of Employers' Organizations (ILGO). The ILGO course, which is organized with ACT/EMP, provides an opportunity for senior management of employers' organizations to receive highly specialized training, tailor-made for employers' organizations in managerial skills.

The situation in Venezuela, Colombia, Argentina and Guatemala continued to cause concern during the year and was the subject of considerable debate within the IOE and the ILO Governing Body. A special ILO technical assistance programme for Colombia was approved with the support and involvement of the IOE's Colombian member (National Association of Industrialists). The IOE continues to work closely with FEDECAMARAS, the Venezuelan employers' organization, offering

political support and coordinating at the ILO and with the international trade unions an adequate international cooperation programme to help them to overcome the crisis that gripped the country in the year. The economic situation in Argentina as well as political problems in Guatemala also figured prominently in IOE internal discussions.

The process of regional integration poses a major challenge for employers throughout the region, but ultimately the development of an integrated continent, one that is able to compete successfully with the rest of the world, offers the entire American continent the best chance of securing lasting long term economic development and growth

Asia

Despite difficult global economic conditions the Asian economy fared better in 2002 than in the previous year. The region is recovering from the crisis period of the late 1990s, but nonetheless conditions still remain difficult for employers.

Global Compact

The IOE continued to actively promote the Global Compact in the region and provide assistance to members in the promotion of its principles. The broad support expressed by many Asian members for the **Global Compact** is very encouraging. Due to the strong promotion of its principles by employers' organizations in the region, awareness amongst business people has risen considerably. In Thailand for instance, the Employers' Confederation of Thailand (ECOT) initiated a programme with leading national educational institutions, which will promote the values of the Global Compact through curricular and teaching courses designed specifically for young business people. The Japan Business Federation, through the Nikkeiren International Cooperation Center (NICC), also continues to provide financial support to initiatives in the region in support of the Compact.

Productivity and Competitiveness

A key aspect for employers operating in an increasingly integrated global economy is a need for a strong focus on raising productivity levels and improving enterprise competitiveness. A workshop was organized in Bangkok in December by the IOE, the Confederation of Asia-Pacific Employers (CAPE) and the ILO to examine improving competitiveness and productivity in the region through performance and skills-based pay. The IOE also provided technical support at an ILO/ECOT seminar on Enterprise Competitiveness and Sustainable Development in Bangkok and at the ILO/Malaysian Employers' Federation Diploma Programme in Industrial Relations, held in Kuala Lumpur.

Child Labour

Child labour remains a focus for the IOE and it continues to provide direct guidance to employers and their organizations in tackling the issue. The IOE has helped some sectors that are dependent on supply chains in dealing with this problem and continues to work closely with the IPEC unit of the ILO.

Building the capacity of employers' organizations

Where it is possible the IOE provides direct technical assistance to help strengthen employers' organizations and has put together a number of capacity building programmes, which it can offer to members, and during the year worked with the Mongolian and Sri Lankan employers' organizations on two such programmes. The IOE continues to play an active role in regional employers' organizations and worked closely during the year with CAPE and the Board of Directors and Chief Executives of the ASEAN Confederation of Employers (ACE).

Placing a focus on increased productivity and national competitiveness provides Asian economies with the best opportunity to fully derive the benefits from globalization



Europe

The European region is perhaps faced with its greatest challenge in recent times in that ten new countries have been accepted for membership of the European Union. The IOE continues to work with its members in accession and other CEEC countries in preparing for this major challenge. This was a key area of discussion at the 40th IOE European meeting in Turkey, where the current and future needs of members in the region were a central area of focus.

Strengthening the Region

The relationship between Brussels and Geneva is in many ways intertwined and necessitates a close relationship between UNICE and the IOE. For instance, the ILO is often the first arena for debates that may then be revisited elsewhere and this is often the case at EU level. Often events are happening concurrently between, for instance, the European Commission and the ILO and need to be monitored in both fora. In this spirit the relationship between the IOE and UNICE continues to grow closer.

Corporate Social Responsibility (CSR)

The IOE during the year focused much of its efforts on the growing debate on CSR and there were a number of relevant initiatives at EU level. In this regard the IOE worked very closely with UNICE. The principal development in the year was the launch of a new European Commission strategy on CSR, which importantly recognized that, to deliver its potential, CSR needs to remain a voluntary action by companies. CSR was also a major theme at the IOE European meeting where members played a vital role in developing an IOE paper on the subject, which will be launched in 2003.

The process of enlargement of the European Union is perhaps the greatest challenge facing all European employers in half a Century

Global Compact

The IOE continues to give the Global Compact a high priority and during the year worked closely with members from all regions in promoting the principles of the Compact. The IOE has developed strong links with the UN Secretary-General's Office and this was further reflected in the participation of Georg Kell of the Secretary-General's Office at the IOE European meeting. The IOE participated in a number of other Global Compact initiatives in the region during the year, notably at a major conference in Berlin.



Stability Pact for South East European Employers

Efforts under the Stability Pact for South East European Employers, were intensified during the year, with the issue of labour law being identified as a key priority. The IOE, with funding from the Swiss Agency for Development and Cooperation, launched a network of experts in labour law, which aims to develop labour law expertise within employers' organizations. The network had its inaugural meeting in June, which was organized by the IOE, with technical assistance from the IOE, the ILO, the European Commission, the Irish Business and Employers Confederation (IBEC) and the French employers' organization MEDEF, as well as from private enterprises. HUP (the Croatian employers' federation) launched a website to support the network. In the coming year, the IOE will further examine mechanisms to improve the legal capacities of employers' organizations in the region.

Working with other actors

The International Business Organizations

The increased process of regional integration has entailed a strengthening of regional employers' organizations and, in this regard, there was a noticeable increase in collaboration between the IOE and regional employers' organizations in the year. In Europe, UNICE remains an extremely important and valuable partner for the IOE, not just in relation to policy debates in Europe but also on global policy issues. Relations with the Asian and African employers' groups, the Confederation of Asia-Pacific Employers (CAPE) and the Pan-African Employers Confederation (PEC) were also strengthened and the IOE collaborated with other sub-regional organizations on a number of joint initiatives. The IOE worked closely with the International Chamber of Commerce (ICC) on joint initiatives in common policy areas, including the World Summit for Sustainable Development and the work of the UNHCHR Working Party on the behaviour of transnational corporations.

ACT/EMP continues to give the IOE its full support in the development of relevant technical co-operation programmes and it remains a vital resource for the IOE and its member federations. Conversely, the IOE continues to provide ACT/EMP with political and practical support, such as the provision of resource persons, technical papers, etc.

During 2002 the IOE worked with the following organizations

- Airline Personnel Directors Conference (APDC)
- ASEAN Confederation of Employers (ACE)
- Association of Private Business of Central America and Panama (FEDEPRICAP)
- Business and Industry Advisory Committee to the OECD (BIAC)
- Caribbean Employers' Confederation (CEC)
- Confederation of Asia-Pacific Employers (CAPE)
- Chemical Manufacturers' Association (CMA)
- European Construction Industry Federation (FIEC)
- European Council of Chemical Manufactures' Federation (CEFIC)
- General Union of Chambers of Commerce, Industry and Agriculture for Arab Countries
- International Association of Crafts and Small and Medium Sized Enterprises (IACME)
- International Chamber of Commerce (ICC)
- International Chemical Employers Labour Relations Committee (LRC)
- International Christian Union of Business Executives (UNIAPAC)
- International Confederation of Temporary Work Organisations (CIETT)
- International Hotel and Restaurant Association (IHRA)
- International Road Transport Union (IRU)
- International Shipping Federation (ISF)
- Pan- African Employers Confederation (PEC)
- Prince of Wales Business Leaders Forum (PWBLF)
- South Eastern European Employers' Forum (SEEEF)
- Union of Industrial and Employers' Confederation of Europe (UNICE)
- Western European Metal Trades Employers Organization (WEM)
- World Business Council for Sustainable Development (WBCSD)
- World Federation of the Sporting Goods Industry (WFSGI)



Enterprises

IOE Enterprise Advisory Group (EAG)

2002 marked the inauguration of the IOE Enterprise Advisory Group (EAG), a group made up of senior executives drawn from leading global companies nominated by member federations. The rationale behind the establishment of this group was predicated by the growing practice within international organizations to enter into direct contact with business. The EAG was established to act as a device that could augment the IOE and its members' response to the key issues in the social and labour fields. The EAG held its initial meeting in June and the main issues that concerned the Group were Globalization and Corporate Social Responsibility.

IOE high-level meeting with the World Commission on the Social Dimension of Globalization

The IOE organized a high-level business meeting with the World Commission on the Social Dimension of Globalization in mid-October. The meeting, which was chaired by the IOE President, was a unique occasion for business to outline its views on globalization to the Commission. It was a frank and open discussion which hopefully imparted to the Commissioners the very real positive impact that business can have in generating economic growth and national development and, ultimately, on poverty alleviation.

Key points from the meeting with the World Commission

- Recognition that business operations are fundamentally local in character
- Countries need a suitable legal and regulatory framework to attract FDI
- MNEs remain the most effective channel for investment
- There needs to be an equitable environment for all countries and for all companies
- The importance of investment in and development of human resources
- The importance of a values-based approach in devising solutions
- For globalization to thrive, countries need transparent democracy, free from corruption

Some comments from the meeting with the World Commission

“When it comes down to actual operations, multinational companies are fundamentally local, with local problems that require local solutions.”

*Martin Granholm
Deputy CEO and Senior Executive
Vice-President UPM-Kymmene*



“Countries make choices – they choose between participation in globalization and not participating in the range of policies that they adopt.”

*Pierre Bellon
Chief Executive Officer
SODEXHO*



“A values based approach, coupled with a genuine recognition of responsibility, is fundamental to finding solutions to the issue of exclusion from globalization.”

*Taizo Nishimuro
Chairman of the Board
Toshiba Corporation*



“The key context of globalization is sustainability which falls under three legs – economic, social, and environmental. We have moved to an acceptance of this concept and there appears to be an increased convergence around the following central ideas: the importance of FDI; tackling the issue of exclusion; and governance founded on a common set of values.”

*Errol Marshall
Chairman and Chief Executive Officer
Shell South Africa (Pty) Ltd*



“For globalization to work, there must be a key focus on human development; localism and national ownership; and a long-term trust and view to investment and national relationships.”

*Michel de Virville
Secretary-General
Groupe Renault*



“In order to operate successfully and effectively, those companies with operations all over the world should be both representative of the countries in which they have operations and steered by a strong set of values.”

*Bengt Andersson
Managing Director
AD Tetra Pak*

The ILO's Sectoral Activities

The ILO's principal forum for direct interaction with enterprises continues to be through its sectoral activities, which cover twenty-two different areas of economic activity, from the construction to the civil aviation industries. During the year over 100 senior executives from member federations and key companies in each sector participated in these meetings.

These sectoral activities are an important forum where employers from the different regions of the world establish contacts, exchange experiences and join forces to draw up, in their discussions with the workers, an array of criteria to guide the ILO in its future activities. They also provide a vital window to the world of work for the ILO. For these reasons, the IOE continued during the year to argue for the maintenance of all 22 sectors. Also in the year, there was an increased participation of governments in the work of sectoral meetings and this added an improved dimension to the working and representativity of sectoral meetings.

“While the 11 September 2001 crisis and its repercussions cannot be undone, this meeting (Tripartite meeting on civil aviation: Social and Safety consequences of the crisis subsequent to 11 September 2001) has however helped create the basis to tackle those repercussions, while highlighting the fact that those effects could not be dealt with in isolation from other developments in the industry.”

*Matthias Mölleney (Switzerland)
Chairperson of the Employers' Group*

ILO sector meetings in 2002

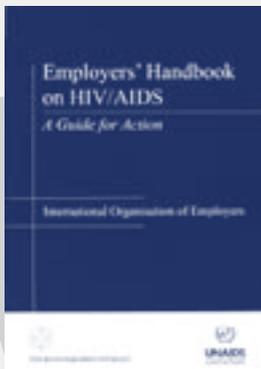
- Civil Aviation: Social and Safety Consequences of the Crisis Subsequent to 11 September 2001
- The Promotion of good Industrial Relations in Oil and Gas Production and Oil Refining
- Employment, Employability and Equal Opportunities in the Postal and Telecommunications Services
- Lifelong Learning in the Mechanical and Electrical Engineering Industries
- The Evolution of Employment, Working Time and Training in the Mining Industry
- Social Dialogue in the Health Services: Institutions, Capacity and Effectiveness



Decent Work – How to Operationalize it
(IOE Position Paper), November 2002

Why the ILO is important for enterprises
(IOE information paper), September 2002

ILO – A Guide for Employers
(IOE information paper), September 2002



The World Commission on the Social Dimension of Globalization -
(IOE Background Paper), September 2002

Employers' Handbook on HIV/AIDS
- A Guide for Action
(IOE Handbook), May 2002

The Service Role Of Employers' Organizations
(IOE Handbook), May 2002



Emerging trends and new international strategies for trade unions: global framework agreements -
(IOE information paper), January 2002

Membership retention and growth in the global economy
(IOE Information Paper), January 2002



IOE Brochure

* All the above documents are available to IOE members at www.ioe-emp.org

IOE General Council

Eighty-three member federations, together with a number of guests, attended this year's annual meeting of the General Council held under the chairmanship of the IOE President.

The Council welcomed two guest speakers this year to address it: the General Secretary of the International Confederation of Free Trade Unions (ICFTU), Guy Ryder, who focused on how the two organizations could work together in the future, both within and outside the ILO, and UNAIDS Executive Director, Dr Peter Piot, whose address marked the launching of the IOE-UNAIDS Employers' Handbook on HIV/AIDS.

The Council also adopted an IOE Position Paper on Globalization, approved the Accounts for the 2001 financial year and the Budget for 2003, admitted the Yugoslav Union of Employers into membership, welcomed the new Japan Business Federation as IOE member in place of NIKKEIREN, and re-elected Daniel Funes de Rioja (Argentina) as IOE Executive Vice-President for the 2002-2005 term.

The IOE membership as of 31 December 2002 stands at 135 federations in 131 countries.



Management Board

The IOE Management Board met in March and November. In addition to standing items on its agenda, major issues discussed included employer input into relevant international debates on globalization; the function of the recently established IOE Enterprise Advisory Group; further employer support for the UN Global Compact; how the IOE should increase its scope of action and develop relationships with other business organizations; approval of an IOE-UNDP Memorandum of Understanding; adoption of an IOE Paper on Decent Work; and a preliminary exchange of views on an IOE Paper on Corporate Social Responsibility.

The Board also approved the establishment of Working Groups, which will be composed of approximately ten members each. The aim of establishing these groups is to provide support to the Secretariat through the involvement of experts from within member organizations in the various fields of activity, such as Employment, Human Resource Development and CSR, thereby involving members more in the work of the IOE and adding to the capacity of the Secretariat.

Finally, it was decided to recommend that, in June 2003, the General Council re-elect François Perigot as IOE President for a further two-year term, 2003-2005.

Members of the Management Board

(31 December 2002)

President: **François Perigot** (France)

Executive Vice-President: **Daniel Funes de Rioja** (Argentina)

Vice-Presidents: S. America **Dagoberto Lima Godoy** (Brazil) / Europe **Erik Hoff** (Norway) / N. America **Tom Niles** (United States) / Africa **Bokkie Botha** (South Africa) / Asia **Toshio Suzuki** (Japan)

Treasurer: **José Maria Lacasa** (Spain)

Deputy Treasurer: **Michel Barde** (Switzerland)

Secretary-General: **Antonio Peñalosa**

John Cridland (United Kingdom), **Abdallah Sadiq Dahlan** (Saudi Arabia), **Jim Lawson** (Canada), **Ali M'Kaissi** (Tunisia), **Bryan Noakes** (Australia), **Pavel Prior** (Czech Republic), **Luis Carlos Villegas** (Colombia), **Youssef Wade** (Senegal)

Working for Employers at the International level

Working for Employers in the International Labour Organization

Progress in reforming the ILO has been made, in particular, with a greater recognition of the ILO's expanding role in the international labour and social fields and away from a narrow fixation on one aspect of it, namely standard-setting. Employers can take great satisfaction that employment generation, as a route to poverty alleviation, is now one of the core strategic objectives of the Office. However, it has become increasingly apparent that reform of the running of the International Labour Conference and the Governing Body needs to be seriously looked at. It is vital in the coming year to look at reform as a means to increase primarily the effectiveness of these bodies and to turn them into real dynamic effective decision making bodies.

THE INTERNATIONAL LABOUR CONFERENCE

This year's Conference was conducted in a considerably calmer and more rational environment than previous years. Elements of greater collaboration with the Workers and Governments were visible in the work of some of the Committees. This year, the IOE held a pre-Conference briefing for government delegations which sought to establish a clearer understanding of employers' concerns. This process will be consolidated next year.

Decent work in the Informal Economy

The Conference conclusions accepted the employers' views to the effect that the informal economy is a symptom of many dysfunctions within countries. These include deficiencies in governance, a poor business environment, absence of secure property rights, lack of an appropriate legal system, etc. - all of which are essential for functioning in, or sustaining, the formal economy. It is hoped that the ILO can build on these conclusions in helping countries to realise the potential of the informal economy and its role in national development.



Promotion of Co-operatives.

The Conference adopted a Recommendation on the Promotion of Co-operatives. This Recommendation replaces the Co-operatives (Developing Countries) Recommendation, 1966 (127). Moving the debate forward from the discussion in 2001, employers hope that its implementation will put more emphasis on the role of cooperatives in job creation, mobilising resources and generating investment.

“We express our willingness to join governments and workers in helping to develop the policies, laws and institutional framework which would help to create the environment in which these people (in the informal economy) can flourish. Such an environment would provide a tremendous impetus to socio-economic development.”

*Francis Sanzouango (Cameroon)
International Labour Conference 2002*

Recording and Notification of Occupational Accidents and Diseases

The Conference drew up a Protocol to the Occupational Safety and Health Convention, 1981 (N°.155) concerning the **recording and notification of occupational accidents and diseases**. In the final outcome, the recording and notification obligations of employers was limited to occupational accidents and occupational diseases, with the requirement that dangerous occurrences, commuting accidents and suspected cases of occupational disease be recorded and notified "as appropriate". The list of occupational diseases will now be used also for purposes of prevention, recording and notification.

Other Issues

The plenary discussion on the **Global Report**, which this year was on the elimination of Child Labour, had some improvement as to the nature and content of the debate. The employers were able to contribute substantially to the debate by giving concrete examples of how they were taking practical measures to address the problem.

The adoption of a **Resolution on tripartism and social dialogue**, proposed by the employers, received the widest support from all three groups and this Resolution should go a long way in helping focus the ILO on the role and needs of the constituents themselves.

Looking Ahead

Next year's Conference will be an extremely important one for employers, as it will introduce for the first time an integrated approach to standard-setting, starting with the discussion on Occupational Health and Safety. The new approach entails an analysis and inventory of the ILO's standards-related activities to assess whether or not they meet today's needs. It is the earnest hope of the IOE that this is an actual new approach and not the same approach in a different guise.

The discussion area of Employment Relationships (scope) will perhaps be the most difficult debate as it was one that is marked by failure in previous years. The 2003 Conference will also examine the issue of a Recommendation on Human Resource Development and Training.

ILO GOVERNING BODY

Myanmar, the occupied Arab territories, Venezuela and Colombia all featured prominently on the year's Governing Body agenda. However, frustrations persisted during the year with regard to the size of agendas in a number of Governing Body committees and the limited time available to address them. Without reform, the Governing Body is in danger of ceasing to be a Governance Committee of the ILO and becoming just another series of technical meetings.

International Labour Standards

The process of reforming international labour standards, which started in November 2000, has witnessed genuine attempts at reform with a comprehensive examination of the overall approach to international standard-setting. This, in particular, manifests itself through the introduction of the new "integrated approach to ILO standards-related activities" which will entail an analysis and inventory of the ILO's standards-related activities.

Other ILO legal committees such as **the Committee of Experts on Application of Conventions and Recommendations**, **the Committee on Freedom of Association** and (from next year) the **Commission on Application of Standards** are also analysing their procedures and processes. In its final report a **Working Party on Policy regarding the Revision of Standards**, which was set up to review ILO standards adopted before 1985, indicated that of the 184 existing ILO Conventions, 71 are currently up to date, 24 need revision, and 55 are completely outdated. The standards debate is evidently far from over but progress is being made. Perhaps most importantly, this reform process has proven to be a very useful educational exercise for all ILO constituents.

The **Committee on Freedom of Association** considered in its session some 85 cases of which the two most noteworthy for employers concerned the IOE member federations from Guatemala and Yugoslavia. Successful outcomes were secured for both of these employers' organizations.

Employment and Globalization

During the year employers intensified efforts to try and turn the **Global Employment Agenda (GEA)** into a working reality. The leap from discussion and debate into actual implementation through the formulation of national employment policies has proven difficult. The main areas of difficulty arise out of different interpretations of how to proceed, with the Employers' Group arguing strongly that the ILO should focus on the areas where it has comparative advantage and to try and turn the GEA into a practical tool that could be used at a national level rather than an abstract document that seeks to score political points. A further attempt will be made in the coming year to fill the gaps in consensus.

The Office will also go ahead with an innovative pilot project to examine the feasibility of establishing a "Global Social Trust Fund" which will collect financial contributions from private sources in developed countries to be used to set up basic social protection schemes in developing countries.

In discussions on the **Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy** during the year, there was general recognition that this initiative lacks visibility beyond immediate ILO circles. Intensive efforts will be required to more actively promote the Declaration among member federations and, through them, bring it to the attention of CEOs of leading MNEs.

Technical Cooperation with the Constituents

Due to the receipt of arrears from a number of member States, the ILO found itself with an additional US\$ 57 million of which 90% would be retained by the ILO, with the balance being returned to member States. Consequently, there will now be amongst other spending, additional funding for schemes designed to assist employers' organizations in crises; and employer programmes concerning the Global Compact, the Informal Economy and the World Bank PRSP process.

A concern of employers is that **technical cooperation** in the ILO will become, because of a lack of adequate budgetary resources, increasingly donor-driven, which may ultimately fail to reflect the concerns of employers. During the year, employers insisted that technical cooperation activities should be more tripartite in approach and, hence, reflect the needs of the social partners. In order to diversify funding sources, the employers commended the Office for joining the United Nations Development Group (UNDG) and hoped that this would lead to better cooperation between the ILO and UN agencies at country level.

Through close collaboration with the **International Training Centre Turin**, more IOE members have participated in training programmes. It is hoped that the ongoing integration between the ILO and the Turin Centre's activities will lead to a common resource mobilization strategy.



Working for Employers at the United Nations and other international organizations

THE UN SECRETARY-GENERAL'S OFFICE

The IOE continued to build on its already strong relationship with the Secretary-General's Office with a high-level IOE delegation led by President Perigot visiting the Secretary-General in New York. As in previous years the IOE continues to develop initiatives designed to bring the Compact to the attention of employers at both regional and national levels. The IOE Guide on the Global Compact is available in English, French, Spanish, Portuguese, Russian and Arabic.

UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

UNDP is an organization with which the IOE shares many of the same goals and values. In recent years the relationship has strengthened, principally through joint work on the Global Compact. The IOE met with the Administrator of UNDP, Mark Malloch-Brown, in New York in April, to explore ways in which the IOE could co-operate with UNDP's activities in initiating country action in support of the Global Compact. UNDP is very supportive of such cooperation and has a good understanding of the size and reach of the IOE's network of members. The coming months will see the IOE sign a Memorandum of Understanding with UNDP, which will build on an already strong relationship.

IOE COLLABORATION WITH UNAIDS

IOE collaboration with UNAIDS has focussed on bringing the expertise and experience of UNAIDS in the fight against HIV/AIDS to our members. This collaboration culminated in the launching of the "IOE Employer Handbook on HIV/AIDS" in the presence of UNAIDS Executive Director, Dr Peter Piot, at the IOE General Council. The Handbook has now been translated into French and Spanish and the IOE is grateful to the UNAIDS' Social Mobilization Unit for the support given.

YOUTH EMPLOYMENT NETWORK

Work accelerated in the year in trying to develop practical policy responses to the ongoing problems associated with high levels of unemployed youth. The UN/World Bank/ILO Youth Employment Network initiative has established four Working Groups on entrepreneurship, equal opportunities, employability, and employment creation for young people to target specific challenges. These will then be consolidated for a report back to the UN General Assembly in 2003. The IOE continues to work with these technical groups in support of the initiative. Youth employment as a topic has been promoted by the IOE as a future International Labour Conference subject for General Discussion.

WORLD SUMMIT IN JOHANNESBURG

While the World Summit in Johannesburg did not come up with instant solutions, it did offer a conceptual framework and a series of targets for how to go about reducing health and environmental problems in the coming decade or two, whilst promoting economic growth. The IOE Executive Vice-President was part of the high-level ILO delegation attending the Summit and the main theme of his intervention was employment as a central element in the social pillar of sustainable development.

UNHCHR

The United Nations High Commissioner for Human Rights (UNHCHR) is a lead agency in the Global Compact and, consequently, the IOE worked with it closely in the year, both directly and through our member federations. In addition, the IOE has closely followed the work of a UNHCHR sub-committee that was set up to examine the issue of transnational corporations.

OTHER UN AGENCIES

As with all relevant UN agencies where employers' interests are debated, the IOE during the year increased its visibility and influence. The United Nations Economic and Social Council (ECOSOC) remains one such body and, in February, the IOE made an intervention on the theme of globalization at ECOSOC headquarters in New York and discussed areas where the IOE and ECOSOC could collaborate in future activities. The IOE also continued to collaborate with UNEP through the Global Compact and also monitored UNEP's preparatory work for the World Summit on Sustainable Development held in Johannesburg in August/September.

In addition, the IOE has maintained close contact with other organizations such as ITC, UNCTAD, UNESCO, UNIDO and WHO.

INTERNATIONAL STANDARDIZATION ORGANIZATION (ISO)

The IOE has increased its involvement with the International Standardization Organization (ISO) principally as regards the CSR debate. ISO has established a high-level, multi-stakeholder strategic advisory group to address the issue of whether ISO should develop standards for Corporate Social Responsibility. The IOE as one of two business organizations, along with the International Chamber of Commerce, will be represented next year on this important group.



“A sustainable development policy aims at generating employment, matching skills to current and emerging jobs, raising standards of living through more and better jobs, focusing public and private investment and international assistance in productive areas, and getting the unemployed into employment.”

*Daniel Funes de Rioja
World Summit on Sustainable Development
(Johannesburg)*

OECD

IOE Honorary President, Jean-Jacques Oechslin, continued to represent the views of employers in BIAC matters. The IOE participated with BIAC in a meeting with Ministers of Labour of the G8 countries in Canada.

WORLD TRADE ORGANIZATION (WTO)

The IOE continues to monitor developments in the current Doha Development Round of Trade Talks. It is anticipated that the IOE will work more closely with the WTO in the coming year in order to provide members with increased relevant information.

WORLD ECONOMIC FORUM

Due to the events of September 2001 the WEF annual meeting was held in New York. The IOE President led one of the key sessions at the forum, the Business Consultative Group, which focused on the role of business in addressing the backlash against globalization and in developing a more proactive agenda with protesting groups.

EUROPEAN ECONOMIC AND SOCIAL COMMITTEE (EESC)

The IOE worked during the year to try and tighten links between the EU and African, Caribbean and Pacific (ACP) countries from a trade perspective and, consequently, worked closely with the European Economic and Social Committee (EESC). This collaboration is aimed at enabling IOE members from ACP countries to participate in the economic and social development of their countries as outlined in the ACP-EU Cotonou Partnership Agreement signed in 2000.

COUNCIL OF EUROPE

The IOE continues to be an active participant on the Governmental Committee of the Council's European Social Charter. Moreover, the IOE has been working closely with the Council in the establishment of an employment network in South East Europe under the auspices of the Stability Pact for South East European Employers.

IOE Members

AFRICA

Confédération Générale des Opérateurs
Economiques Algériens

Organisation Nationale des Employeurs du Bénin

Botswana Confederation of Commerce,
Industry and Manpower

Conseil National du Patronat Burkinabé

Association des Employeurs du Burundi

Groupement Inter-Patronal du Cameroun

Association Commerciale de Sotavento du Cap-Vert

Association Commerciale, Industrielle
et Agricole de Barlavento (Cap-Vert)

Conseil National du Patronat Tchadien

Fédération des Entreprises du Congo (Rep. Dem)

Union Patronale et Interprofessionnelle du Congo

Conseil National du Patronat Ivoirien

Federation of Egyptian Industries

Eritrean Employers' Federation

Confédération Patronale Gabonaise

The Ghana Employers' Association

Conseil du Patronat Guinéen

Federation of Kenya Employers

Association of Lesotho Employers

Groupement des Entreprises de Madagascar

The Employers' Consultative Association of Malawi

Fédération Nationale des Employeurs du Mali

Confédération Générale des Employeurs de Mauritanie

Mauritius Employers' Federation

Fédération des Chambres de Commerce,
d'Industrie et de Services du Maroc

Confédération Générale des Entreprises du Maroc

Namibian Employers' Federation

Syndicat Patronal des Entreprises et Industries du Niger

Nigeria Employers' Consultative Association

Conseil National du Patronat du Sénégal

Federation of Employers' Associations of Seychelles

Business South Africa

Federation of Swaziland Employers

Association of Tanzania Employers

Conseil National du Patronat (Togo)

Union Tunisienne de l'Industrie, du Commerce
et de l'Artisanat

Federation of Uganda Employers

The Zambia Federation of Employers

Employers' Confederation of Zimbabwe

AMERICA

Antigua Employers' Federation

Unión Industrial Argentina

Bahamas Employers' Confederation

Barbados Employers' Confederation

Bermuda Employers' Council

Confederación de Empresarios Privados de Bolivia

Confederação Nacional da Industria (Brazil)

Canadian Employers' Council

Confederación de la Producción y del Comercio (Chile)

Asociación Nacional de Industriales (Colombia)

Unión Costarricense de Cámaras y Asociaciones
de la Empresa Privada

The Dominica Employers' Federation

Confederación Patronal de la República Dominicana

Federación Nacional de Cámaras
de Industrias del Ecuador

Asociación Nacional de la Empresa Privada (El Salvador)

Comité Coordinador de Asociaciones Agrícolas,
Comerciales, Industriales y Financieras (Guatemala)

Association des Industries d'Haïti

Consejo Hondureño de la Empresa Privada

The Jamaica Employers' Federation

Confederación de Cámaras Industriales
de los Estados Unidos Mexicanos

Confederación Patronal de la República Mexicana

Consejo Superior de la Empresa Privada (Nicaragua)

Consejo Nacional de la Empresa Privada (Panama)

Confederación Nacional de Instituciones
Empresariales Privadas (Peru)

St. Lucia Employers' Federation

Suriname Trade and Industry Association

The Employers' Consultative Association
of Trinidad and Tobago

Cámara Nacional de Comercio (Uruguay)

Cámara de Industrias del Uruguay

United States Council for International Business

Federación de Cámaras y Asociaciones
de Comercio y Producción de Venezuela

ASIA

Australian Chamber of Commerce and Industry
 Bahrain Chamber of Commerce and Industry
 Bangladesh Employers' Federation
 China Enterprise Confederation
 Chinese National Federation of Industries
 Fiji Employers' Federation
 Council of Indian Employers
 Employers' Association of Indonesia
 Japan Business Federation
 Amman Chamber of Industry (Jordan)
 Korea Employers' Federation
 Kuwait Chamber of Commerce and Industry
 Association of Lebanese Industrialists
 Malaysian Employers' Federation
 Mongolian Employers' Association
 Federation of Nepalese Chambers
 of Commerce and Industry
 Business New Zealand
 Oman Chamber of Commerce and Industry
 Employers' Federation of Pakistan
 The Employers' Federation of Papua New Guinea
 Employers' Confederation of the Philippines
 Council of Saudi Chambers of Commerce and Industry
 The Singapore National Employers' Federation
 The Employers' Federation of Ceylon (Sri Lanka)
 Employers' Confederation of Thailand
 Federation of United Arab Emirates Chambers
 of Commerce and Industry

EUROPE

Council of Employers' Organizations (Albania)
 Federation of Austrian Industry
 Fédération des Entreprises de Belgique
 Association of the Organisations of Bulgarian Employers
 Croatian Employers' Association
 Cyprus Employers and Industrialists Federation
 Confederation of Industry of the Czech Republic
 Danish Employers' Confederation
 Estonian Confederation of Employers and Industry
 Confederation of Finnish Industry and Employers
 Mouvement des Entreprises de France
 Confederation of German Employers' Associations
 Federation of Greek Industries
 Confederation of Hungarian Employers' Organizations
 for International Cooperation
 Confederation of Icelandic Employers
 Irish Business and Employers Confederation
 Manufacturers' Association of Israel
 Confederazione Generale dell'Industria Italiana
 Latvian Employers Confederation
 Confederation of Lithuanian Industrialists
 Fédération des Industriels Luxembourgeois
 Malta Employers' Association
 National Confederation of Moldova Employers
 Confederation of Netherlands Industry and Employers
 Confederation of Norwegian Business and Industry
 Confederation of Polish Employers and Entrepreneurs
 Confederação da Indústria Portuguesa
 The Employers' Confederation of Romania
 Coordinating Council of Employers' Unions of Russia
 Associazione Nazionale dell'Industria Sammarinese
 Federation of Employers' Unions and Associations
 of the Slovak Republic
 Employers' Organisation of Slovenia
 Confederación Española de Organizaciones Empresariales
 Confederation of Swedish Enterprise
 Union Patronale Suisse
 Turkish Confederation of Employer Associations
 Ukrainian League of Industrialists and Entrepreneurs
 Confederation of British Industry
 Yugoslav Union of Employers

Secretary-General

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Sriyan DE SILVA

Advisers

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Frederick MUIA

Eric OECHSLIN

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Chief of Technical Services

Bernard GIMBAL

Management Assistants

Ann CHENTOUF

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[THE SECRETARIAT]

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