

International Organisation of Employers
Organisation internationale des Employeurs
Organización Internacional de Empleadores

ANNUAL
REPORT
2003

TABLE OF CONTENTS

Our Mission	PAGE 1
The IOE - The international voice of business on social and labour policy issues	PAGE 2
An Agenda for Change	PAGE 4
The IOE in the Regions	PAGE 13
Working with other Business Organizations	PAGE 17
Working with Enterprises	PAGE 18
Employers at the international level	PAGE 20
IOE Bodies	PAGE 26
IOE Member Federations	PAGE 27
IOE Secretariat	PAGE 28



OUR MISSION

SINCE 1920, THE INTERNATIONAL ORGANISATION OF EMPLOYERS HAS BEEN THE RECOGNIZED ORGANIZATION REPRESENTING THE INTERESTS OF EMPLOYERS IN INTERNATIONAL SOCIAL AND LABOUR POLICY MATTERS.

THE MISSION OF THE IOE IS

- To promote the economic, employment and social policy environment necessary to sustain and develop free enterprise and market economy;
- To provide an international forum to bring together, represent and promote the interests of national employers' organizations and their members throughout the world in all labour and socio-economic policy issues;
- To assist, advise, represent and provide relevant services and information to members, to establish and maintain permanent contact among them and to coordinate the interests of employers at the international level, particularly within the ILO and other international institutions;
- To promote and support the advancement and strengthening of independent and autonomous employers' organizations and to enhance their capabilities and services to members;
- To inform public opinion and promote understanding of employers' points of view;
- To facilitate and promote the exchange and transfer of information, experience and good practice amongst members.

The International Organisation of Employers:

Working for its Members

THE INTERNATIONAL ORGANISATION OF EMPLOYERS:

The international voice of business on social and labour policy issues

THE IOE continued its work throughout 2003 in ensuring that the voice of employers was heard in the relevant international debates on labour and social policy. Such discussions are now occurring in an ever-increasing number of international fora both within and outside the United Nations system. This broadened debate is also increasingly introducing a new set of actors. It is now quite apparent that these “new actors” representing different strands of civil society will be, for the foreseeable future, a fixture on the landscape that we operate in.

Recent initiatives in the area of Corporate Social Responsibility that seek to place onto companies responsibilities not applicable to other actors in society is another area where the IOE has been very active. These attempts to separate companies from the shared responsibilities of society as a whole is an area of focus and activity for both the IOE and its members in the coming years.

The numerous issues which are now confronting the IOE and its members has seen it increase its efforts to prepare member federations to face the various debates at both the national and international level through the production of a series of position papers and guidance notes. The Secretariat will continue to identify relevant or pending issues for research and policy responses and will strengthen its consultations with members over their development, using the website as a repository and access point for members to the information resources of the Organisation.

As the agenda for employers continues to develop apace, the IOE has centred itself through the development of a strategic framework for the period 2004-2009. This document, complemented by annual work-plans, will assist in ensuring that the issues of importance to employers over the next five years are identified and correctly responded to. It is also hoped that member federations will take it into consideration when considering their own strategic needs over the coming period.



Cooperation with the International Confederation of Free Trade Unions (ICFTU) and the Workers' Group within the ILO in areas of mutual interest developed strongly over the year. Further efforts will be made in the coming year to build on those areas of consensus thereby strengthening tripartism in the ILO itself as well as maximizing our impact on important social and labour issues at the international level.

The IOE strengthened its membership in 2003, welcoming back the employers' organization from Iran. The IOE continues to work to enhance the capacity of its member federations, as the IOE can only be as strong as its members. Challenges abound for all employers at this time, but through collaborative relationships and working closely with the IOE, employers will remain well placed to ensure a consistent and coherent voice in those debates.

François Perigot
President

Daniel Funes de Rioja
Executive Vice-President

Antonio Peñalosa
Secretary-General

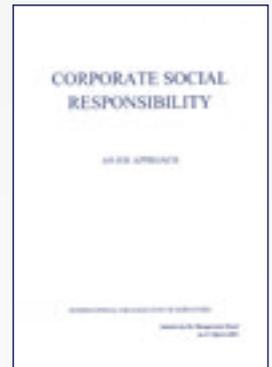
CORPORATE SOCIAL RESPONSIBILITY:

The debate continues to evolve

THE IOE's involvement in the various international CSR discussions and initiatives continues to expand. From initiatives within the European Union to the International Standards Organization's consideration of a management systems standard, the issue of CSR is by far the most dynamic international issue for business in the coming years.

Given the importance of this issue to businesses around the world the IOE developed in 2003 its own approach to CSR as its contribution to this ongoing debate. This document sets out for the first time the fully agreed positions of IOE members with regard to the various elements of the debate. The publication recognizes the diversity surrounding both the name and content of CSR whilst acknowledging that no matter what it is called the fundamentals remain the same: they are voluntary positive initiatives by business that look to go beyond legal compliance in a diverse range of social, economic and environmental areas.

The approach will hopefully ensure a consistent response to this widening debate at both the international and national level. Work continues within the International Standards Organization's high-level multi-stakeholder strategic advisory group, on which the IOE is represented, in examining the suitability of a management standard on CSR; within the European Union the dialogue on the European response to CSR continues, whilst at national level countries themselves are adopting a variety of responses including CSR monitoring and reporting and socially responsible investment rules. Of particular concern has been the work of a Sub-commission of the United Nations Commission on Human Rights, which has come up with some extremely worrying proposals in relation to making companies responsible for the obligations of governments under international law for human rights standards.



Given the labour and social aspects of CSR many see the ILO as the relevant forum for such debates. Two ILO documents provide ready responses to those interested in the debate. The first is the 1977 Tripartite Declaration of Principals concerning Multinational Enterprises and Social Policy which the employers view as a significant point of reference in the context of the broader debate on CSR. This is the only internationally agreed text which can provide guidance to companies looking for ways to meet their CSR needs. The second is the 1998 ILO Declaration on Fundamental Principles and Rights at Work the principles of which are also included within the nine principles of the UN Global Compact. Ways to raise the visibility of both Declarations will continue throughout 2004 and into 2005 and the IOE will produce in 2004 a guide for employers on the MNE Declaration and how it can be used. We can expect the issue to develop in the ILO over the coming period as it looks to find its own place in the debate from which, until now, it has been largely absent.

CSR IS A POSITIVE BUSINESS-DRIVEN RESPONSE
TO THE BUSINESS ENVIRONMENT OF TODAY

THE GLOBAL COMPACT

SINCE its launch in 1999 the IOE has promoted the nine principles of the Global Compact to member federations. As in previous years the IOE continued its commitment to the Global Compact, involving itself in a number of country launches and regional initiatives in collaboration with the ILO. The IOE President also completed his first year on the Global Compact Advisory Council.

However, the Global Compact is changing. We have seen an expansion of the influence of civil society groups on the thinking surrounding the Global Compact's future development. This is reflected in steps being explored to provide a mechanism to censure or expel defaulting companies, increasing pressure on companies to report on their compliance with the principles and the possibility of a tenth principle being developed on corruption.

The response by members looking to use the nine principles with their members and by companies looking to use them to guide their future development remains strong. It is therefore important that the Global Compact remains true to the principles to which so many have now subscribed. The IOE will continue its efforts in 2004 to explain and promote the principles within the context of its original purpose.



THE GLOBAL COMPACT SHOULD
BE A RALLYING POINT FOR ALL
THOSE WHO WANT TO MAKE
GLOBALIZATION WORK

THE CHALLENGE OF A GLOBALIZING WORLD

THE year was dominated by the ILO's *World Commission on the Social Dimension of Globalization*, which concluded the last of its six meetings in August, although it took until the end of the year to reach final agreement on the text. The Report will be formally launched in the first quarter of 2004.

It was important that the IOE be *effectively* represented by its President and Executive Vice-President on this Commission, composed of 26 individuals who came from diverse backgrounds and affiliations with views often quite different from business. By ensuring that the concerns and views of business were well taken into account in the Commission's deliberations, this also meant that business was part of a consensus process. This inevitably entailed conclusions that reflected some of those differences.

While there is much in the Report that business could see differently, there is also much that is positive. Importantly, the Report

recognizes that globalization can be a force for positive change – *economic, political and social*. It addresses the key issue of the need to create the right enabling environment to generate wealth and by consequence jobs. The importance of a values-based approach to globalization in terms of those concepts that constitute the essence of a free market economy is also an important and prominent feature of the Report.

In many ways the Commission's Report simply outlines the parameters of the future debate and action and the most important part of this process will be the 'follow-up'. The March 2004 session of the ILO Governing Body *Working Party on the Social Dimension of Globalization* will first debate the Report, with follow-up discussions during the International Labour Conference. Any decisions on the implications it presents for the ILO will be made at the November 2004 Governing Body.



“CHANGES IN ECONOMIC APPROACHES AND MODELS HAVE BROUGHT INCREASED WEALTH AND STABILITY THROUGHOUT THE GLOBE. GLOBAL INTERDEPENDENCE ISN'T JUST SOMETHING FOR THE BUSINESS COMMUNITY BUT SOMETHING FOR THE WORLD AS A WHOLE.”

DANIEL FUNES DE RIOJA

AT THE WORLD COMMISSION ON THE SOCIAL DIMENSION OF GLOBALIZATION



“ALL ACTORS IN SOCIETY HAVE A RESPONSIBILITY TO CONTRIBUTE TO THE EFFECTIVE BETTERMENT OF SOCIETY, TO THE VALUES OF SOCIETY AND TO ITS DEVELOPMENT. THAT RESPONSIBILITY MUST BE SHARED BY EVERYONE IN WHATEVER ROLE OR FUNCTION THEY HAVE, INCLUDING THAT AS AN INDIVIDUAL. GOVERNMENTS, IN PARTICULAR, AS LEADERS OF SOCIETY HAVE TO BE HONEST ABOUT WHAT ARE THEIR RESPONSIBILITIES.”

FRANÇOIS PERIGOT

AT THE EVIAN GROUP'S 'POST CANCUN CRISIS' ROUNDTABLE IN GENEVA

INTERNATIONAL INDUSTRIAL RELATIONS

GLOBALIZATION has provided the trade union movement with a number of new strategies, in particular attempts to broaden in a very new way industrial relations at the international level. While paradoxically there has been a move towards bargaining at the enterprise level, unions have sought to exert influence through initiatives at the supra-national level, principally aimed at multinational enterprises, i.e. International Framework Agreements (IFAs).

These agreements are in their infancy, with a great many unanswered questions. Consequently, in May the IOE hosted a high-level meeting of companies that had signed such agreements. The meeting was designed as an opportunity to learn more from actual company experiences and perhaps the key observation was that companies that have signed IFAs principally see them as a vehicle for deepening dialogue, first and foremost, and *not* as an industrial relations exercise. The difficulty however is that International Trade Unions see them very much so as the latter.

It is too early to say definitively what the final destination is in this process, but perhaps some of the future issues that may emerge relate to sectoral approaches, attempts to alter existing agreements or perhaps even widening them to include reference to wages and conditions of work. The IOE will continue to closely monitor these trends and will publish a guide for employers in 2004.

TRADE UNIONS SEE INTERNATIONAL FRAMEWORK AGREEMENTS AS AN INDUSTRIAL RELATIONS EXERCISE

SOME ISSUES COMPANIES SHOULD CONSIDER BEFORE SIGNING IFAs

- What could be the potential impact of an IFA on the local partner(s) and what ramifications could an IFA have on such a relationship(s)?
- What is the legal status of such an agreement and how might it impact in a national legal context?
- How might the company's undertaking to recognize a union and its affiliates at the global level impact in the national context?
- How do the global obligations regarding provisions relating to restructuring fit with national law and local agreements?
- Are there inconsistencies between what has been agreed globally and what exists in current local agreements?
- What is to happen if or when the agreement expires?
- How might obligations be placed upon supplier companies?

INTERNATIONAL LABOUR STANDARDS: CHANGING THE RULES

THE continuing process of looking at ways to reform and improve the international system of labour standards continued throughout 2003. It is now clear that the ILO - the traditional guardian of the development and supervision of international labour standards - is starting to move, albeit slowly, towards more realistic and pragmatic ways to promote the well-being of workers.

However, the production of international labour standards will continue to be at the heart of the ILO. In this regard, one of the main successes in recent years has been a move away from the traditional view of having 'standards for the sake of having them' and this has enabled a more rational approach to the shortcomings of current international mechanisms for the protection of workers. This year's Conference debate on Occupational Health and Safety is an example of this and the intention of creating a more comprehensive Convention for the maritime sector in 2005 is a further indication of this trend.

2003 has also seen a more active involvement of employers and their organizations in the ILO's supervisory work. Through information sharing between employers and the Office, the mentality is starting to shift away from "naming and shaming" towards ways in which criticism of the supervisory bodies can be better met with ILO technical assistance, so as to overcome deficiencies in the application of international labour standards.

There are positive signs that the ILO *Declaration on Fundamental Principles and Rights at Work* has had a positive effect in the world of work. First, the Declaration reflects a consensus among the international community as to the four fundamental labour principles, therefore allowing the multilateral system to focus and drive its actions towards promoting those principles. Second, its follow-up procedure has become a "flagship" reference at the international level. Third, the Declaration has proven that there is a market for fundamental principles

in the workplace. Evidence of this is the increasing demand for ILO technical cooperation and the amount of resources that the Declaration programmes have attracted.

Finally, the increasing reference to international labour standards in international bilateral trade agreements seems to be signalling the beginning of a new era of the international trade system. The traditional rule that international trade and social issues are not mixed is once again being challenged. However, this time around it has passed from the theoretical discussion - such as the one held at the WTO ministerial summit in Singapore (1996) - to clear-cut provisions in international trade agreements with financial sanctions for non-compliers of labour standards. The rules are changing in the arena of international labour standards, and employers should be well prepared.

THE RULES ARE CHANGING IN THE ARENA OF INTERNATIONAL LABOUR STANDARDS, AND EMPLOYERS SHOULD BE WELL PREPARED

SOCIAL DIALOGUE AND PARTNERSHIP

Working together in Changing Times

INCREASINGLY, there is greater recognition that a partnership approach between employers and workers can deliver collective goals and can be in the best interests of both parties. In this connection the year saw a further strengthening of relationships between the IOE and the International Confederation of Free Trade Unions (ICFTU) as well as between the Employers' Group and the Workers' Group of the ILO. In particular in two areas of critical importance for employers - HIV/AIDS and Youth Employment - the IOE and ICFTU worked closely in developing joint approaches.

Social dialogue has for over eighty years been at the heart of the ILO and has been the means by which the ILO has responded to the needs of the world of work, it has been the means by which it has developed its mandate. Historically, the only recognized actors in that dialogue have been employers and workers and their respective organizations.



“EMPLOYERS’ AND WORKERS’ ORGANIZATIONS IN AFRICA HAVE NOT ONLY RECOGNIZED THEIR COMMON INTEREST IN THE FIGHT AGAINST HIV/AIDS BUT ARE ALSO ENTERING INTO FULL COOPERATION IN ORDER TO STOP THE SPREAD OF THE EPIDEMIC.”

TOM OWUOR (FKE)

Whereas in the past the acceptance of both the concept and the participants was understood within the ILO, that now appears to be changing. Thinking is emerging to suggest that social dialogue as it is currently practised is limiting the ILO's sphere of influence, in that the term is limited only to areas where representation by the social partners occurs. Some would argue that the voices of the excluded should be included in a larger civil dialogue model, including NGOs and other groupings. *But should these discussions take place in the ILO?*

Such thinking poses considerable issues for both the ILO and employers. Would employers like to be promoting and defending their interests in an ILO where non-relevant actors were also involved in articulating their demands and interests in areas of direct concern to business? The following years will require employers to think seriously about how to approach this changing environment and how to establish alliances and relationships with appropriate and representative actors. However, at the end of the day the world of work exclusively relates to two actors, namely employers and workers.

CREATING OPPORTUNITIES FOR YOUTH

CONSIDERABLE momentum now appears to be getting behind the critical issue of youth unemployment (which accounts for 41 per cent of the unemployed persons globally), particularly since the recent adoption of UN General Assembly Resolution Promoting Youth Employment.

One of the key areas of activity identified under this UN Resolution is the role that the ILO could play in helping devise national action plans (NAP) for those countries that request assistance. Consequently, in a joint letter from the IOE Executive Vice-President and the ICFTU General Secretary to the ILO Director-General, the IOE and ICFTU were offered as frameworks for the implementation of national action plans on youth employment. The central goal of this joint proposal is to start a national dialogue led by employers' and workers' organizations together with governments and other key relevant national stakeholders, to build a consensus around approaches to tackle this issue at local, national and regional levels. A small number of countries have volunteered to be pilot countries in the development of NAPs, which will start to be rolled out in early 2004.

The IOE continues to be a supporter of the Youth Employment Network (YEN), an inter-agency initiative involving the ILO, World Bank and UN. UN Secretary-General Kofi Annan attended the YEN's second high-level Panel meeting in July. The IOE was represented by Turlough O'Sullivan, Director-General of the Irish Business and Employers Confederation (IBEC). At this meeting the Panel agreed on the next steps in the implementation of the Youth Employment Network's strategy. These updated Recommendations were formally forwarded to Secretary-General Kofi Annan in August.



“THERE MUST BE A RECOGNITION THAT YOUTH EMPLOYMENT POLICES HAVE TO UNDERGO CONTINUOUS CHANGE AS SOLUTIONS HAVE TO BE FOUND WITHIN THE CONTEXT OF WHAT ARE OFTEN RAPIDLY CHANGING REALITIES.”

TURLOUGH O'SULLIVAN (IBEC)

FIGHTING THE HIV/AIDS PANDEMIC

THE HIV/AIDS pandemic continues to cast a long shadow over large parts of the globe and its impact on the workplace is devastating. Employers and workers have tried to react collectively to this issue and, in May, the IOE and the International Confederation of Free Trade Unions (ICFTU) issued a joint statement “*Fighting HIV/AIDS Together: A Programme for Future Engagement*,” committing themselves to join forces in the fight against HIV/AIDS. Both organizations called on all their affiliates and their members to give the issue the highest priority.

Under the terms of the statement, the IOE and ICFTU will encourage governments in developing and developed countries alike to take a comprehensive view of both the causes of current problems and the most effective ways to address them.

As part of their joint commitment in 2004, both the ICFTU and the IOE, together with their national members, will explore opportunities to identify and develop joint action programmes, commencing first in Africa.

Next year will see the manifestation of this joint statement with the launch of a programme to implement HIV/AIDS *national action plans* throughout Africa, jointly coordinated by the ILO, IOE and ICFTU. The Pan-African Employers’ Confederation (PEC) which has been at the forefront of the fight against HIV/AIDS in Africa will play a prominent role in the implementation of this plan. Further joint efforts will be built around the *ILO Code of Practice on HIV/AIDS and the World of Work*. It is also expected to see increased ILO activity in this area, perhaps in the form of an infocus programme.

The IOE is now increasingly recognized internationally as a key player in this area. Its recent publication with UNAIDS entitled “*Employers’ Handbook on HIV/AIDS: A Guide for Action*” which looks to assist employers by sharing good practice/best practices in support of the ILO code of practice has been widely disseminated and well received. It is also expanding its outreach to other international and regional groupings of employers. In this connection relations with the *Global Business Coalition on HIV/AIDS* were intensified and new avenues are being explored for future collaboration.



“THE HIV/AIDS PANDEMIC IS HAVING A DEVASTATING IMPACT IN MANY COUNTRIES AND COMMUNITIES AND IS SPREADING RAPIDLY IN OTHERS. EMPLOYERS’ AND WORKERS’ ORGANIZATIONS WORLDWIDE NEED TO RECOGNIZE THE COMMON INTEREST THAT EXISTS ON THIS ISSUE AND CO-OPERATE AT BOTH THE WORKPLACE AND AT THE NATIONAL AND INTERNATIONAL LEVEL TO PROMOTE EFFECTIVE ACTION TO ADDRESS THIS UNPRECEDENTED PUBLIC HEALTH CRISIS.”

ANTONIO PEÑALOSA (IOE)

EMPLOYERS' ORGANIZATIONS

FACING THE FUTURE

THE challenges that face employers' organizations today are many and varied. Continual changes and developments in the labour market - ageing, migration, new competitive pressures with the emergence of new business groupings - are but a sample of the issues facing them.

The type of services enterprises are likely to seek from employers' organizations is also continually evolving and the recent moves away from centralized or even collective bargaining have impacted and will continue to impact on traditional service provision. Changes also within and to the trade union movement affect traditional roles for some employers' organizations, particularly with regard to bargaining and increasingly with regard to social dialogue.

This changed environment means that the 'international' will increasingly encroach more directly on the 'national'. One of the immediate consequences of this has been that the arena for lobbying has changed, with regional and international organizations now having much more importance.

While changes in the environment in which companies operate have been more apparent in recent times, an important addition to this story is the impact on the capacity of some employers' organizations. Employers' organizations are, and will continue to be, increasingly faced with a complex and varied array of issues that impact on them on a daily basis and need an instant reaction. The IOE, with and through the ILO's Bureau for Employers' Activities (ACT/EMP), will continue to assist employers' organizations rise to meet the challenges that they will face in the coming years.



“IN TODAY’S COMPETITIVE ENVIRONMENT, EMPLOYERS’ ORGANIZATIONS HAVE TO CONTINUALLY ENSURE THAT THE SERVICES THEY OFFER MEMBERS ARE UP-TO-DATE, EFFECTIVE AND RELEVANT TO THE EVER-CHANGING NEEDS OF BUSINESS. IN THE FACE OF GLOBALIZATION, THE NEED FOR WELL-RESOURCED AND SMARTER ORGANIZATIONS HAS NEVER BEEN STRONGER.”

RENATE HORNUNG-DRAUS (BDA)

THE IOE IN THE REGIONS

AFRICA

Social Partnership

Employers and workers are increasingly looking to work together to face issues of common concern like HIV/AIDS and youth employment. During the year, the IOE continued its work on HIV/AIDS, aimed at assisting employers' organizations to mount a strong response to the pandemic in the workplace. As for youth employment, the IOE and the Pan-African Employers' Confederation (PEC) and ICFTU/AFRO have also jointly approached this issue and have come up with a specific proposal. The ILO African regional meeting held in Addis Ababa in December saw the birth of ambitious plans to launch 'national action plans' in both these areas, starting in Africa.

Regional Cooperation

Since its inception in 1986 PEC has worked very closely with the IOE and has become the recognized voice of employers and the private sector on the African continent and internationally. The IOE has continued to give PEC its full support in its efforts to strengthen sub-regional employer associations. The Confederation is now officially recognized as the representative business partner of the African Union Labour and Social Affairs Commission. This Commission held its first session in Mauritius in April, at which both PEC and the IOE participated.



The NEPAD initiative

The NEPAD initiative is about the economic revival of the continent, thus it is clear that this can only be achieved through the full participation of the private sector, and employers have also been vocal in recommending that employment issues be mainstreamed into the initiative. The East, Central and Southern Africa Employers' Organizations Conference focused on the role of employers in the implementation of the initiative in the early part of the year.



Relations with the European Union

The IOE worked closely with the European Economic and Social Committee, which hosted two regional seminars of the ACP-EU economic and social interest groups in Yaoundé (Cameroon) in May and in Mauritius in November where efforts were intensified to promote the Cotonou Agreement.

The Global Compact

The IOE and the ILO organized an inter-regional meeting in Cairo, the first of its kind, on the Global Compact for employers from Arabic-speaking countries of the Middle East and North Africa. Programmes were also held for employers in Lesotho, Mauritius and Kenya.

THE AMERICAS

Americas Summit Process

Attempts to build a continent-wide consensus on the social and labour dimension of regional integration kept a pace during 2003. The twelfth Inter-American Conference of Ministers of Labour (ICLM) adopted the *Ottawa Plan of Action*. The IOE - through CEATAL - provided political guidance through its policy papers on the strengthening of labour administration capacities in smaller economies, the social aspects of integration and the role of the ILO in that process. The IOE was also actively involved in the thirteenth ICML in Brazil in September. Employers were successful in introducing several key concepts such as: the promotion of gainful employment; the notion that socio-economic challenges cannot be faced exclusively through social policies; the need for appropriate economic policies to create the capacity to introduce and sustain the social agenda; and governments' commitment to consult social actors regarding the social and labour dimensions of regional and sub-regional integration and free trade processes on



the continent.

Employers' international solidarity

IOE members came together worldwide in support of the President of FEDECAMARAS, who was illegally arrested by Venezuelan authorities in February. A statement was sent to the government calling for his release and for respect of ILO fundamental principles. The numerous violations committed by the Venezuelan Government against employers has led the IOE to present a complaint before the ILO's Committee on Freedom of Association. The IOE also held an emergency meeting in Geneva at the end of the year with a view to coor-



inating efforts of IOE members to face economic and social difficulties affecting the region.

Employment at the heart of employers' interest

Although political turmoil in the region prevented the IOE's traditional meeting of Presidents of the region, the IOE coordinated a joint Statement to the Heads of States Summit underlining the commitment of employers' organizations in the fight against poverty and unemployment. In September the IOE members, together with the unions, issued a joint Declaration requesting governments to place the issue of employment as the main concern and key element to developmental plans for poverty eradication in the region.

Bringing employers from the region together

Once again the IOE joined efforts with ACT/EMP to hold the Latin American Institute for the Management of Employers' Organizations course (ILGO). The purpose of this course is to train high-level employer officials with a view to strengthening their institutional capacity.



ASIA

Employment and Economic Development

Right throughout the region employment-generation and the impact of globalization were major themes in the year. In China, the first China Employers' Forum was organized by the China Enterprise Confederation (CEC) and held in Beijing in October – with former IOE President Ashraf Tabani as keynote speaker. This was a timely initiative as the China Enterprise Confederation formally became a member of the IOE in June of this year and has indicated its intention to play a greater role in the IOE and in debates at the international level.

Regional Cooperation

The IOE continues to play a central role in building the capacity of regional employers' organizations and, early in the year, participated in the ASEAN Confederation of Employers (ACE) 29th Annual Meeting in Kuala Lumpur. It is hoped to extend an adapted version of the ILGO Course for employers' organizations in the Asia-Pacific region. A presentation on the course was well received at the 6th Asia-Pacific High Level Employers' Conference held in Dhaka in December, which brought together Presidents and Chief Executives of IOE member federations to discuss "Globalization" and "Corporate Social Responsibility."

Global Compact

The Global Compact continues to be an initiative that has garnered considerable interest throughout the region. In February a meeting was organized in Singapore with the support of the Nippon-Keidanren International Cooperation Center (NICC) to identify means by which they could promote the Global Compact to their members and to identify concrete proposals to demonstrate the Principles in action.

The IOE also worked closely with ACT/EMP-ILO during the year in promoting training materials prepared by the ILO on the four labour-related principles of the Global Compact. In this regard a specific training course was held in Bangkok in October for employers in the region. This process was designed to take participants through how to explore with companies a formal commitment to the Global Compact as well as how to go about preparing reports on their activities under the labour principles for submission to the Global Compact website.

Child Labour

Child labour remains a priority issue for many employers' organization in the region and, through the Programme for the Elimination of Child Labour (IPEC) – the ILO's specific response to the problem – along with ACT/EMP and IOE support they continued efforts at tackling the issue during the year.



EUROPE

Migration and Enlargement

One of the key emerging debates in Europe is the difficult and often emotive issue of migration. This was a key debate at the annual IOE European Members meeting in Moscow in September. The 2004 International Labour Conference will hold a General Discussion on this issue. The enlargement of the European Union has also been the key focus for European employers in the past year. The central issue for incoming countries has been the massive effort it has and is taking them to prepare their legislation for EU accession and the impact further new legislative commitments could have on their capacity in the short and medium term.

Working with UNICE

The well established cooperation between UNICE and the IOE was reinforced during the year. In June the IOE President addressed the UNICE Presidents' meeting in Greece and emphasized the need to continue and strengthen links between the two organizations and also amongst common members. The IOE European Members meeting in Moscow further explored this theme. Cooperation between the IOE and UNICE needs to focus on issues that interact between the EU and international levels. CSR is a good example of this and for some time the IOE has been active in the UNICE Social Affairs Committees and the CSR debate in Brussels.

Stability Pact for South East Europe

The profile of the Stability Pact for South East Europe was given a boost by a Ministerial Conference on employment held in Bucharest in late October. The IOE participates in the Permanent High Level Committee, which is monitoring the Conference follow-up. Efforts were also intensified to strengthen the Swiss Government-funded IOE network of experts in labour law from South East European employers' organizations and in particular to strengthen their legal capacity. Collaboration with the IOE and the European Trade Union Confederation (ETUC) network of experts on labour law was also reinforced in this connection.

CSR and Socially Responsible Enterprise Restructuring

With the European Commission's new strategy on CSR and with the Commission's multi-stakeholder CSR forum taking place before June 2004, CSR dominated agendas during the year. The IOE contributed to this debate with its position paper, adding an 'international' perspective to the European debate.

The debate on social restructuring is an important current issue for European employers, made more relevant by the recent and considerable activity in the areas of cross-border restructuring and mergers in the region. Consequently nearly all IOE European member federations, along with the IOE Secretariat, were present in Athens at a joint ILO-European Commission Conference on Socially Responsible Enterprise Restructuring in mid-April.



WORKING WITH OTHER BUSINESS ORGANIZATIONS

THE INTERNATIONAL BUSINESS ORGANIZATIONS

IN an increasingly integrated world where policy issues often overlap between the national, regional and international levels, the importance at all levels of employers' organizations working together is more apparent than ever.

In Europe, UNICE remains a key and valuable partner for the IOE and collaboration between the two organizations throughout the year was intensified. 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.

In a broader context, the IOE continues to work closely with the International Chamber of Commerce (ICC) across all areas of common concern. In particular, the ICC and IOE worked together on the UNHCHR Sub-Commission, which has devised highly controversial Draft Norms for multinational enterprises. Moreover, as the debate on Corporate Social Responsibility deepens, the IOE has looked to work closely with other business groups such as the International Business Leaders Forum (IBLF), the World Business Council for Sustainable Development (WBCSD) and the World Economic Forum (WEF).

IOE PARTNERS IN 2003

- ASEAN Confederation of Employers (ACE)
- Association of Private Business of Central America and Panama (FEDEPRICAP)
- Business and Industry Advisory Committee to OECD (BIAC)
- Caribbean Employers' Confederation (CEC)
- Confederation of Asia-Pacific Employers (CAPE)
- General Union of Chambers of Commerce, Industry and Agriculture for Arab Countries
- International Chamber of Commerce (ICC)
- International Christian Union of Business Executives (UNIAPAC)
- International Association of Crafts and Small and Medium Sized Enterprises (IACME)
- Pan-African Employers' Confederation (PEC)
- International Business Leaders Forum (IBLF)
- Union of Industrial and Employers' Confederation of Europe (UNICE)
- South Eastern European Employers Forum (SEEEF)
- West African Employers' Association (FOPAO)
- World Business Council for Sustainable Development (WBCSD)

SECTORAL ACTIVITIES

SECTORAL activities are the central entry point of the ILO into the real 'world of work' and give the ILO access to hundreds of employers representing different companies .

The year was however marked by a major departure for the ILO's sectoral activities with the start of the new decentralized approach, with a greater national and regional focus. Considerable work has been achieved in recent years in reforming sectoral activities in order to make them more effective and relevant.

Recent experiences have shown that this new approach can also represent a serious risk of allowing ideas that would have been rejected in Geneva by employers to be surreptitiously inserted at national or sub-regional levels through the new action programmes. This will require further vigilance from member federations.

These changes to sectoral activities have also entailed a further intensification of the already strong linkages between the IOE and other international sectoral bodies. These links will continue to be strengthened and formalized in the coming year.

During 2003 the ILO held meetings in the following sectors: emergency public services, tobacco industry; (merger and acquisition activity) in the commerce sector; public utilities; fishing; services (violence and stress in the workplace); chemical; and maritime. Over the course of the next two years action programmes will be related to the following sectors: agriculture; education; textiles; construction; tourism; financial services; media; culture; graphic design; transport; metal; and forestry.

DURING 2003 THE IOE WORKED WITH THE FOLLOWING INTERNATIONAL SECTORAL BODIES

- Airline Personnel Directors Conference (APDC)
- Chemical Manufacturers' Association (CMA)
- Confederation of International Contractors Association (CICA)
- Employers' Organisation of the Metal Trades in Europe (WEM)
- EuroCommerce
- European Council of Chemical Manufactures' Federation (CEFIC)
- Food and Drink Federation (FDF)
- International Confederation of Temporary Work Organizations (CIETT)
- International Chemical Employers Labour Relations Committee (LRC)
- International Hotel and Restaurant Association (IH&RA)
- International Road Transport Union (IRU)
- International Shipping Federation (ISF)

IOE ENTERPRISE ADVISORY GROUP

THE IOE Enterprise Advisory Group (EAG) is now well-established and has been playing an important role in helping the IOE to respond to key debates. The Group met formally once during the year for a technical meeting on International Framework Agreements (IFAs) which also included a number of other companies that had signed IFAs.

Principally what this meeting did was to establish some initial 'collective' employer views on International Framework Agreements and it significantly helped to shape the IOE's policy response on this issue of mounting importance. A number of conclusions were reached on the content, scope and the nature of these agreements for companies and also regarding the interrelations between Framework Agreements signed at company level and the overall strategy of the IOE in its discussions and negotiations with unions at the international level.

The forthcoming year will see the EAG focus on: trends in the global governance of industrial relations; the implications of the World Commission on the Social Dimension of Globalization's Report; and the expectations from the Doha Development Round. In this regard it is envisaged that the EAG will meet with the Director-General of the World Trade Organization in the first half of 2004.



EMPLOYERS AT THE INTERNATIONAL LEVEL

THE INTERNATIONAL LABOUR ORGANIZATION

THE mandate of the current Director-General Juan Somavia was renewed for a further five years at the March session of the Governing Body. At the beginning of his second mandate, new changes may be introduced to the Office, particularly in relation to the outcomes from the *World Commission on the Social Dimension of Globalization*.

The process of reforming the Governing Body and the Conference got under way in 2003, as it has been clear for some time that both bodies are in urgent need of change. The increasing workload of the Governing Body makes it look like a series of technical meetings, with its real purpose of governing and providing policy advice being lost in the details. As for the Conference, while undoubtedly some reforms have already taken place, further change is needed, to raise both its profile and relevancy to the modern world of work. Whilst constitutional changes are unlikely there is a lot that can be done administratively as well as organizationally to better focus the work of both bodies and improve their effectiveness.

The Governing Body

A **STRATEGY POLICY FRAMEWORK** for 2006 – 2009 was proposed in informal consultations and will be discussed at the November 2004 session. The Framework entails that ILO work will continue to be guided by the existing four strategic objectives. In addition, the Office proposed three new challenges to be included: globalization, poverty eradication and decent work in enterprises. This Framework could also potentially incorporate some of the outcomes of the World Commission.

TECHNICAL COOPERATION is the main means of achieving the four strategic objectives of the ILO and it is the only way of translating the policies of the Organization into action. It is becoming increasingly difficult to develop and implement employer-specific programmes. Consequently, a strategy to attain specific employer technical cooperation programmes is being put in place.



The debate on improvements to **STANDARDS-RELATED ACTIVITIES** continued in the year although most of the action took place on the supervisory aspects of the system, with the Committee of Experts and the Conference Applications Committee looking at their own procedures. While the Office will produce an assessment paper next year it is clear that this by no means should indicate the end of the debate as several important questions – such as the final provisions of new Conventions – need to be re-visited.

In recent years the agenda of the ILO has been moving forward in a much more positive way. For instance the Office is responding, albeit slowly, to the IOE's calls to modernize and reform its body of labour standards. It is increasingly interested in enterprise issues, in particular employment creation which was at the heart of ILO activities in the year with the **GLOBAL EMPLOYMENT AGENDA (GEA)** at last moving from 'debate' to 'implementation'. While it is early days, hopes are high for the GEA to deliver in terms of development, growth and job creation. An important ancillary to employment creation is social security and the ILO's Global Campaign on social security was officially launched during the Conference.

Youth employment has moved to centre-stage in the Office's employment strategies with considerable activity forecast for 2004, in particular the launch of 'National Action Plans' on youth employment.

Efforts continued to give greater visibility to the **TRIPARTITE DECLARATION OF PRINCIPLES CONCERNING MNEs AND SOCIAL POLICY**, which the employers view as a significant point of reference in the context of the broader debate on CSR. A symposium was held in November, bringing together the ILO's tripartite constituents with representatives of multilateral organizations undertaking work of direct relevance to the MNE Declaration, and four ILO tripartite regional promotional seminars are scheduled for the coming biennium.

The International Labour Conference

A combination of improved preparation including more active participation from member federations in this preparation and better coordinated work for the spokespersons, all helped to make the 2003 ILC, which had the potential to be a very difficult Conference, reasonably successful.

This was also the first year that the new integrated approach to standard setting was used in the discussion on **OCCUPATIONAL SAFETY AND HEALTH**. This is strategically a very important development as it for the first time looks at the whole range of ILO actions on a particular topic. In this regard the Committee identified areas to which priority should be given when considering the revision of existing instruments. This new approach augurs well for future discussions, in particular the next issue of migrant workers in 2004.





The Conference held the first discussion on the revision of Recommendation No. 150 (1975) which focuses on HUMAN RESOURCES DEVELOPMENT, training and the concept of lifelong learning. The discussion on the EMPLOYMENT RELATIONSHIP was always going to be a difficult one. Considerable pre-Conference work helped ensure that the Employers' Group was well prepared to resist worker calls, supported (at times surprisingly) by most governments, for a Convention to meet their concerns about the issues of contract labour. The conclusions, whilst supporting the future consideration of a Recommendation, are firmly restricted to considering the aspect of disguised employment and a Convention is not on the agenda.

The Director-General's Report this year entitled "Working out of Poverty" provided a good platform for the employers to continue to promote their agenda of employment-creation, economic growth and the need for appropriate economic and social policy mix. One discussion that remains problematic is that surrounding the GLOBAL REPORT. This year's discussion was the fourth under the follow-up to the ILO Declaration and completes the first round of reports following its adoption in 1998. Whilst employers continue to support efforts to make the discussion relevant and more interactive, the interest of delegates continues to wane and review is now imperative in order to revitalize interest.

"MY 20 YEARS OF EXPERIENCE OF THIS CONFERENCE AND THIS ORGANIZATION HAVE REAFFIRMED AND STRENGTHENED MY BELIEF IN THEIR IMPORTANCE, IN THEIR UNIQUE QUALITIES AND IN THE VITAL NATURE OF THE WORK THEY PERFORM. WE MUST ALL CONTINUE TO WORK TOGETHER TO MAINTAIN AND STRENGTHEN THEIR PLACE IN THE WORLD AND THE CONTRIBUTION THEY MAKE TO HARMONY BETWEEN EMPLOYERS, WORKERS AND GOVERNMENTS."

BRYAN NOAKES (ACCI)

WORLD TRADE ORGANIZATION

AS a consequence of the increasing interaction between social and labour policies with economic policies, which often emerge *collectively* in other fora, the IOE has developed its presence in different relevant institutions. In this vein the IOE has increased its links with the World Trade Organization (WTO) where the IOE President was appointed to a Special Business Advisory Body established by the Director-General.

The main objective of the Advisory Body is to provide an informal platform for dialogue with leaders of international business organizations and leading companies from around the world. It is anticipated that this body can help to facilitate mutual understanding of key issues relevant to both the multilateral trading system and global business. The Advisory Body had its inaugural meeting in June and it is anticipated it will meet twice yearly. It is hoped that this initiative will give a real opportunity to the IOE to promote employer interests, particularly with regard to the recurring theme of trade and labour linkages and the impact of the development agenda on business creation, growth and employment.



“I AM DELIGHTED THAT THE IOE THROUGH ITS PRESIDENT HAS ACCEPTED MY INVITATION TO BECOME A MEMBER OF THE WTO BUSINESS ADVISORY BODY.”

SUPACHAI PANITCHPAKDI
WTO DIRECTOR-GENERAL

UN OFFICE OF THE HIGH COMMISSIONER FOR HUMAN RIGHTS (UNHCHR)

THE United Nations High Commissioner for Human Rights UNHCHR is a lead agency in the Global Compact and consequently the IOE has worked with it closely in the year, both directly and through its member federations.

However, attention in the year was more focused on the work of a UNHCHR Sub-commission, which in August drew up a text entitled “*Draft Norms on the responsibilities of Transnational Corporations and other businesses with Respect to Human Rights*”. This text will be considered by mem-

ber States of the full Human Rights Commission in March 2004. This text proposes for the first time to extend responsibility for international human rights beyond the responsibility of nation States to individual enterprises. Under international law it is only States that can be held responsible for international human rights treaties. Individuals and companies can only be liable for violations of human rights under national law.

This shift of responsibility under international law would make com-

panies, like the State, responsible for the provision of human rights to their employees and arguably to their wider stakeholders and, as a consequence, be made subject to prosecution for violations of them in both international and national courts.

Such an extension of liability to companies is unacceptable, it being an obligation no other non-state actor would share. The IOE has been carrying out and will continue to undertake a series of initiatives to raise the concerns of employers to governments on this issue of liability.

UNITED NATIONS DEVELOPMENT PROGRAMME

A Memorandum of Understanding (MOU) was signed during the year between the United Nations Development Programme (UNDP) and the IOE. This initiative comes at a time when UNDP is itself becoming more involved in labour and social issues, as is evidenced by its involvement in the national development of Global Compact initiatives.

The Global Compact is at present the major area of joint interest, but human resources, skills development and small enterprise development have also been identified as main programmes for present and future

“UNDP GREATLY LOOKS FORWARD TO STRENGTHENING ITS LINKS AND RELATIONS WITH THE IOE AND ITS MEMBERS.”

collaboration. Other potential areas have also been identified – such as HIV/AIDS, capacity-building in strengthening employers’ organizations, corporate social responsibility, poverty alleviation and productivity.

This MOU provides the IOE with an opportunity to strengthen ties and ensure its involvement in UNDP debates and relevant activities. At national level this is an opportunity to establish a knowledge of and link

to IOE member federations. The MOU is a means by which members can also strengthen their collaboration with UNDP and engage more directly in its programmes.

Through this MOU the IOE wishes to encourage UNDP, in looking at national issues or partnerships with the private sector, to turn to IOE members. The MOU will continue for two years with the possibility of further extension

UNDP AND IOE MEMORANDUM OF UNDERSTANDING

KEY POINTS OF THE MOU:

The purpose of the IOE / UNDP Memorandum of Understanding is to provide a framework which facilitates cooperation on:

- sharing agendas and knowledge as well as resources and expertise
- maximizing impact through working in partnership
- using the IOE and UNDP global networks to mutual advantage
- conducting joint activities and programmes of mutual interest: Global Compact, CSR, Good Governance, Poverty Reduction, HIV/AIDS, SME development, Millennium Development Goals, etc

EMPLOYERS

AT OTHER INTERNATIONAL FORA

UN Secretary-General's Office

The IOE continues to work directly with the Secretary-General's Office on the Global Compact and the IOE President is a member of the Secretary-General's Global Compact Advisory Council. The IOE also continues to be a supporter of the Youth Employment Network (YEN) an inter-agency initiative involving the ILO, World Bank and UN.

International Standardization Organization (ISO)

International Standardization Organization (ISO) is still in the process of considering the suitability of developing a management system standard on Corporate Social Responsibility. The IOE has continued to play an active role on the Working Group charged with exploring the suitability of a response in this area. Thus far the Group has recommended that ISO should develop a

technical report (informative only) and then develop a justification study to assess whether a guidance standard on CSR is needed. The on-going role of the Group in this work has yet to be determined.

UNAIDS

The IOE continued its close collaboration with UNAIDS, which began in 2000 in bringing the expertise and experience of UNAIDS in the fight against HIV/AIDS to its members.

The G8

The French Employers' Federation MEDEF coordinated the business response to the G8 and the IOE worked closely with them in liaising with the various G8 initiatives. Specifically, the IOE delivered two statements, one on ageing polices to the G8 Labour Ministers and another broader message to President Chirac at the main Summit held in Evian in June.

Council of Europe

The IOE continues to be an active participant on the Governmental Committee of the Council's European Social Charter. Links with the Council were also strengthened in the year with a number of activities under the auspices of the Stability Pact for South East Europe.

Other UN Agencies and international organizations

As with all relevant UN agencies and international organizations where employers' interests are debated, the IOE tried during the year to increase its visibility and influence in particular with **UNEP** (through the Global Compact), **ITC**, **OECD**, **UNCTAD**, **ECOSOC**, **UNESCO**, **UNIDO**, **ITU** (through the World Summit on the Information Society), **WHO** and the **World Bank**.

IOE BODIES

IOE GENERAL COUNCIL

Seventy-one 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 formally adopted two IOE Papers that had been previously approved by the Management Board – an IOE Position on Corporate Social Responsibility and an IOE Framework for an Employment Policy: Employers' Perspectives. The Council also welcomed the Iran Confederation of Employers' Associations into membership, noted a change in membership in Ukraine as well as changes of name of federations in Serbia and Montenegro, Mali and Taiwan, and formalized the membership of the China Enterprise Confederation. Moreover, the Council unanimously re-elected François Perigot IOE President for a second mandate, 2003-2005.

IOE membership as of 31 December 2003 stands at 137 federations in 132 countries.

MANAGEMENT BOARD

The IOE Management Board met in March and November. The major issues before the Board included elaboration and adoption of the IOE Position Paper on CSR and the IOE Framework for an Employment Policy; endorsement of a strategy to address the development by the UN Commission on Human Rights of norms on the responsibilities of transnational corporations and other business enterprises with regard to human rights; and a review of IOE activities in 2002 and initial examination of an IOE Strategic Framework for 2004-2009. The Board also provisionally admitted the Employers' Organization of Slovenia into membership and welcomed Business Unity South Africa as the IOE member in replacement of Business South Africa and the Jordan Chamber of Industry in replacement of the Amman Chamber of Industry. Moreover, the Working Party set up by the Management Board to review the IOE Statutes embarked upon an initial examination of suggestions for revision.



MANAGEMENT BOARD

MEMBERS (31 December 2003)

President

François Perigot (France)

Executive Vice-President

Daniel Funes de Rioja (Argentina)

Vice-President (Africa)

Bokkie Botha (South Africa)

Vice-President (N. America)

Tom Niles (United States)

Vice-President (S. America)

Dagoberto Lima Godoy (Brazil)

Vice-President (Asia)

Toshio Suzuki (Japan)

Vice-President (Europe)

Erik Hoff (Norway)

Treasurer

José María Lacasa (Spain)

Deputy Treasurer

Michel Barde (Switzerland)

Secretary-General

Antonio Peñalosa

John Cridland (United Kingdom)

Abdallah Sadiq Dahlan (Saudi Arabia)

Jorge de Regil (Mexico)

Ali M'Kaissi (Tunisia)

Bryan Noakes (Australia)

Pavel Prior (Czech Republic)

Luis Carlos Villegas (Colombia)

Youssoufa Wade (Senegal)

IOE MEMBERS

AFRICA (39)

Confédération Générale des Entreprises **Algériennes** • 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 **Cape-Vert** • Association Commerciale, Industrielle et Agricole de Barlavento (**Cape-Verde**) • Conseil National du Patronat **Tchadien** • Fédération des Entreprises du Congo (**Democratic Republic of Congo**) • 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** • Conseil national du Patronat 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 Unity **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 (31)

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** • **United States** Council for International Business • Cámara Nacional de Comercio (**Uruguay**) • Cámara de Industrias del **Uruguay** • Federación de Cámaras y Asociaciones de Comercio y Producción de **Venezuela**

ASIA (27)

Australian Chamber of Commerce and Industry • **Bahrain** Chamber of Commerce and Industry • **Bangladesh** Employers' Federation • **China** Enterprise Confederation • **Chinese** Taipei Federation of Industries • **Fiji** Employers' Federation • Council of **Indian** Employers • Employers' Association of **Indonesia** • **Iran** Confederation of Employers' Associations • **Japan** Business Federation • **Jordan** Chamber of Industry • **Korea** Employers' Federation • **Kuwait** Chamber of Commerce and Industry • Association of **Lebanese** Industrialists • **Malaysian** Employers' Federation • **Mongolian** Employers' Association • Federation of **Nepalese** Chambers of Commerce and Industry • Business **New Zealand** • **Oman** Chamber of Commerce and Industry • Employers' Federation of **Pakistan** • 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 (40)

Council of Employers' Organizations (**Albania**) • Federation of **Austrian** Industry • Fédération des Entreprises de **Belgique** • Association of the Organizations of **Bulgarian** Employers • **Croatian** Employers' Association • **Cyprus** Employers and Industrialists Federation • Confederation of Industry of the **Czech Republic** • **Danish** Employers' Confederation • **Estonian** Employers' Confederation • 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** • **Serbian and Montenegrin** Employers' Association • Federation of Employers' Unions and Associations of the **Slovak Republic** • Employers' Organization of **Slovenia** • Association of Employers of **Slovenia** • Confederación **Española** de Organizaciones Empresariales • Confederation of **Swedish** Enterprise • Union Patronale **Suisse** • **Turkish** Confederation of Employer Associations • Federation of Employers of **Ukraine** • Confederation of **British** Industry

Secretary-General

Antonio PEÑALOSA

Deputy Secretary-General

Brent WILTON

Senior Adviser

Sriyan DE SILVA

Advisers

Jean DEJARDIN

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Bernard GIMBAL

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Valérie GUGL

Management Secretary

Monique DÉPIERRE

Secretaries

Julia BARCÓN

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[THE SECRETARIAT]



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