



Annual Report 2009

INTERNATIONAL ORGANISATION OF EMPLOYERS



Annual Report

INTERNATIONAL ORGANISATION OF EMPLOYERS **2009**

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The IOE and the Crisis

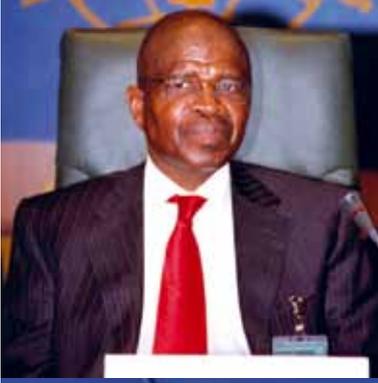
Letter to Members

As 2008 drew to a close, the IOE had embarked on addressing the labour and social policy impacts of the global crisis, an activity that gained momentum as 2009 progressed, cutting across all IOE work items and all regions.

This resulted in a reorientation of work priorities and a deepening of engagement with members, both regionally and within the work of the ILO. As readers will see in this report, the IOE's work in this area involved substantive engagement throughout 2009, with the needs and expectations of enterprises being brought to the fore wherever solutions to the impact of the crisis were being explored and formulated. In this work, the IOE engaged with the International Labour Organization (ILO) more than ever, influencing and leading the ILO's efforts to channel resources into formulating strategies to exit the jobs crisis.

At the same time, the IOE continued to undertake substantive work in core policy areas ranging from CSR and Human Rights, to Occupational Safety and Health and Climate Change. This involved an enhanced engagement with a number of other UN and multilateral agencies active in these policy areas.

Increasingly, the work of the Secretariat is being actively supported by member federations, a development which strengthens the IOE's policy responses and enhances the articulation of the value of IOE work to members. This engagement will continue to guide the IOE's working methods and thanks are extended to members for their technical and political support.



Wiseman Nkuhlu
President



Daniel Funes de Rioja
Executive Vice-President



Antonio Peñalosa
Secretary-General

Political activities in a number of member countries resulted in focussed and concerted action in protecting the fundamentals of the free economy, property rights and the independence of Employers' Organisations. Whilst respect for these fundamentals is often assumed to be a reality everywhere, the truth is that, in some regions, enterprises and their representative organizations continue to face challenges, requiring the IOE to step forward in advocating and acting in protection of their rights.

The evolving global economic landscape also provided the impetus for the IOE to look more closely at itself to ensure it was properly placed to serve the interests of its members going forward. This self examination has led to a number of recommendations for improvements in internal working methods which will be implemented progressively over the coming year through the Management Board. Members can therefore reflect on a challenging year and see an IOE focused on aligning its activities with the priorities and expectations of its members.

With IOE activities reaching around the globe, as seen in the sections of this report dealing with crisis response and the regions, the organisation's visibility has been enhanced in numerous new fora ensuring that, as the IOE moves into its 90th year speaking with one voice for employers' organizations throughout the world, it is invited to the discussion table wherever it may be as the chosen global interlocutor for labour and social policy issues that impact on the creation and sustainability of free enterprises.

Wiseman Nkuhlu
President

Daniel Funes de Rioja
Executive Vice-President

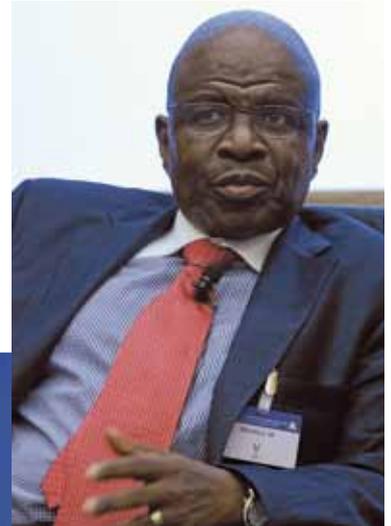
Antonio Peñalosa
Secretary-General

Responding together: Global Response to a Global Crisis

Addressing the impact of the global economic crisis on business and its representative organisations dominated the work of the IOE during 2009, calling for the Secretariat to respond to the immediate challenges faced by members, as well as underlining the key IOE role of developing and promoting the policy responses needed for business to weather the storm in the longer term.

Significant resources were deployed in the sustained exercise to meet this serious challenge: from organizing and participating in meetings for members around the world, in all regions; injecting employer input into meetings of the G8 and G20; refocusing ILO activity on addressing the impact of the crisis on employment and formulating exit strategies; publishing special papers; conducting a member survey to garner and disseminate coping mechanisms; promoting training sessions; creating a dedicated section in the IOE website and conducting an intensive review of the IOE itself to align human and financial resources with member priorities, ever mindful of providing real added value to members.

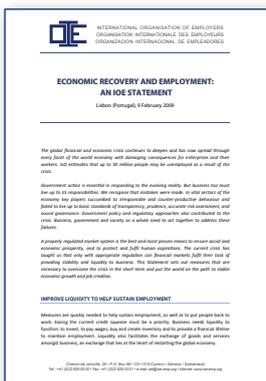
January–February: the year began with intensive planning, in conjunction with the Portuguese Industrial Association-Business Confederation (AIP-CE) and the Confederation of Portuguese Industry (CIP), for a **High-Level Forum** on the theme of **Business Responding to the Crisis** immediately preceding the ILO’s European Regional Meeting in Lisbon in early February.



“The financial markets need to fulfil their proper task of providing stability and liquidity to business... They must act to ease the current credit crunch and start circulating in the economy the cash injections received through various government stimulus packages.”
Wiseman Nkuhlu, IOE President, Lisbon Forum, February

The Forum provided the occasion for the IOE to deliver a worldwide call to governments for the implementation of measures to both alleviate the hardship caused by the crisis and stimulate recovery. Participants were able to listen to, and exchange views with, high-level panelists from around the globe. The well-attended event attracted wide media attention and provided valuable input for the ILO meeting which followed.

March: In a move initiated by the IOE Secretariat, the ILO announced that it would reorientate the June International Labour Conference to include a newly-formed Committee of the Whole to focus on discussion of the crisis, with the elaboration of a tripartite exit strategy being the goal of a Global Summit involving Heads of State, senior policy makers, high-level representatives of business and labour, and other global thought leaders.



IOE Statement, Lisbon Forum



“To deal with the multi-dimensionality of the growing crisis, the Federation is in a dialogue with non-state actors, such as the trade unions, research think tanks, development NGOs and other community based organisations.”

*Kamran Rahman,
President, Bangladesh Employers' Federation,
IOE General Council*

The IOE led the business voice in the **London Jobs Conference** in late March which was designed as a preparatory technical meeting for the London Summit and gathered experts from the G20 countries. There was strong recognition in the Chair's report that protectionism would damage job growth and that a concerted effort was required in identifying solutions.

Also in **March**, the **G8 Labour Ministers' Meeting** gave the IOE a further opportunity to present a joint statement with BIAC on behalf of business.

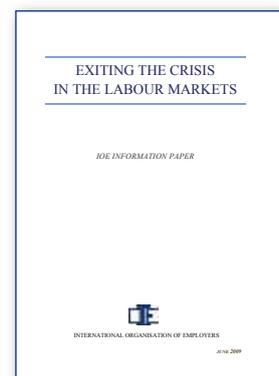
April: The G20 Leaders, at the conclusion of their 2 April meeting in London, and drawing on the London Jobs Conference, pledged to restore confidence. Again, the door was opened for ongoing IOE input into the G20 process in partnership with the ILO and other representative business organizations.

Combining resources to share lessons was put into practice in April with the launch of a dedicated section of the IOE website bringing together IOE, ILO and other multilateral actors' information in a one-stop shop for members to access up-to-the-minute news and statements on the crisis. By the end of the year, more than 70 information sources for employers' organizations were available to assist in planning and strategy formulation.

May took the IOE to Kiev, to the Ukraine Ministers' Meeting, where managing the crisis as it impacted employers' organizations again provided the theme.

Additionally, a major IOE/PEC/ILO **African Employers' Forum: the Financial Crisis, Economic Recovery and Employment** took place in Nairobi with the participation of major business organizations in Africa, mirroring the Lisbon experience, but with a specific focus on the situation on the African continent. Presentations were delivered by IOE leaders and the event attracted wide media attention both nationally and internationally.

In Asia, an IOE/ILO/CAPE Regional Employers' meeting in Bangkok on human resources development for competitiveness looked at **Skills and the Crisis in the Asia Region**. 22 members met to explore the skills crisis as it impacted on sustaining competitiveness and economic development in the region. Drawing upon national experiences, the meeting looked to strengthen cooperation and support between federations in managing skills development, associated interregional skills migration and the linkage of skills to competitiveness.





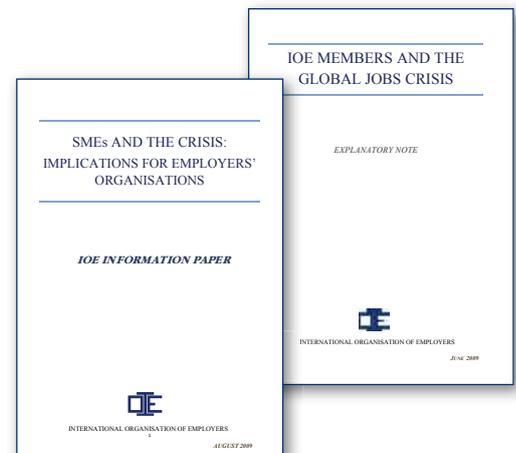
“Employers support the Global Jobs Pact as a significant contribution to the policy responses necessary for recovery... the joint global efforts of employers, trade unions and governments have identified realistic and practical approaches to addressing this crisis. Having agreed on the Global Jobs Pact, the hard work now begins. Employers stand ready to play their part.”

Daniel Funes de Rioja, IOE Executive Vice-President

Also in **June**, the Italian Prime Minister hosted a high-level consultation with employers and trade unions on labour and social policy matters in the run up to the **G8 Leaders’ Meeting** in l’Aquila in July. The meeting provided the first consideration of the recently concluded GJP and the first presentation of that document by the IOE. IOE speakers emphasized policy coherence and the need for each international organization to operate within its field of competence. Encouragingly, the spirit of consensus in the GJP was further articulated with the trade unions acknowledging the vital role of enterprises in creating and maintaining jobs. A joint IOE-BIAC statement reflected several policy objectives, including the investment in and provision of education, training and skills.

June: The **IOE’s 2009 General Council** included a special Open Discussion: Employers’ Organisations and the Crisis bringing together distinguished panelists from around the world to present their organisation’s experience, as well as to share successful strategies to alleviate the difficulties. This provided a platform for more than 80 federations to learn from presentations and to share their viewpoints and crisis response strategies.

At the initiative of the IOE, the 2009 International Labour Conference shifted its focus by dedicating the agenda in large part to formulating and promoting a job-intensive crisis exit strategy, with all relevant parties subsequently integrating the policy content of the **Global Jobs Pact (GJP)** into their activities.



July saw the IOE conduct a major survey into member priorities to ensure that, particularly in these difficult times, resources were channeled effectively and all possible cost savings achieved.

September: The annual **IOE European meeting**, hosted in Riga by the Employers' Confederation of Latvia (LDDK), also focused on ways in which employers' organizations could successfully respond to the crisis with particular attention given to the effect of the crisis on SMEs.

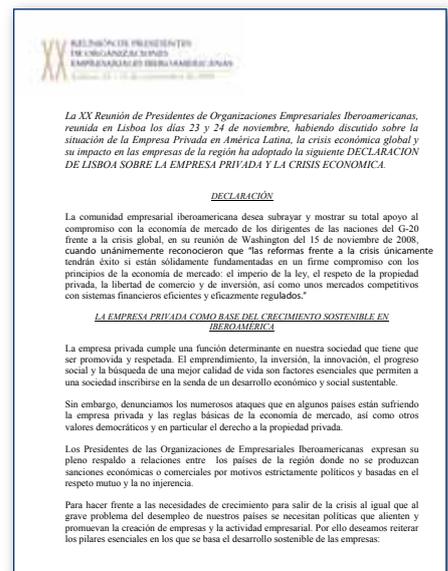
October saw the IOE in Beirut to lead the business voice at the **Arab Employment Forum**, jointly organized with the ILO/Arab Labour Organisation, with the objective of addressing broad regional challenges and opportunities, while providing a platform for decision-makers and high-level representatives of workers' and employers' organizations from across the region to discuss the implementation of the GJP in national recovery strategies.

November: At the **Meeting of the Ibero-American Employers' Organisation Presidents** convened by the IOE in Lisbon, **Crisis Response and Employers' Organizations** was the main topic discussed and concluded with the adoption of the Lisbon Declaration on Private Enterprises and Economic Crisis. This Declaration emphasised the fundamental role of private enterprises in achieving sustainable growth in Ibero-America, as well as articulating a number of key measures for crisis recovery which were subsequently communicated to the Heads of State who met directly after the employers' meeting.



From left to right:
 P. Obath, Chairman, FKE (Kenya)
 L. Carlos Villegas, President, ANDI (Colombia)
 Ph. O'Reilly, CEO, BNZ (New Zealand)
 R. Goldberg, Executive Vice-President, USCIB (USA)
 J. María Lacasa, Secretary-General, CEOE (Spain)

December: At the year's end Ouagadougou was the location for the **Second Social Partners' Forum** and the **First African Decent Work Symposium** where more than 40 IOE members from all over Africa were joined by an equal number of labour ministers and several Heads of State in discussions designed to mobilize support and plan a roadmap for the implementation of the Global Jobs Pact in Africa while recognizing the need for the continent to be a partner in a truly global effort to stimulate and sustain job-driven recovery.



Lisbon Declaration, November

Policy Priorities

Enterprise Development, Employment and Globalisation

Enterprise Development

Addressing the global financial and jobs crisis reinforced one of the key messages the IOE network has successfully promoted during recent years: the importance of sustainable enterprises to employment and as a sound foundation for improving working and social conditions. The IOE strengthened its coordinated activities with BIAC in the employment and globalization debates within the G8 and G20 processes.

The IOE advocated for the importance of sustainable enterprises to be reflected in the Global Jobs Pact (GJP). The GJP ultimately reflected a range of employer priorities, including youth employment and the importance of small to medium sized enterprises.

In 2009, a special **IOE publication on SMEs and the Crisis** was developed, providing a resource for members in their service delivery to SMEs. A technical programme was also established for SME development, targeting 4–5 countries, and roll out is currently under discussion with the ILO.

Turning to the important area of women's entrepreneurship, the IOE promoted the first **African Regional Forum on Women's Entrepreneurship** organized jointly in October by the ILO, the African Development Bank and the African Union which provided a platform for increasing the visibility of success stories shared by African women entrepreneurs as well as their role in growing employment through sustainable enterprises.

Employment and Globalisation

The global crisis unfortunately also gave voice to opponents of the market economy system and the ongoing development of globalisation. Unions and others used occasions within the ILO to challenge the premise of globalisation, notwithstanding its contribution to poverty alleviation and economic development.

Economic and employment recovery will occur within a globalising world and the IOE remains committed in its efforts to reinforce the positives that globalisation brings to society through private sector development.



IOE-BIAC Joint Meeting, G20 debates

Corporate Social Responsibility

Corporate Social Responsibility

CSR today is a term which incorporates an increasing range of voluntary company initiatives covering issues as diverse as business ethics, corruption and climate change. Throughout 2009, the IOE continued to inform member responses to CSR around the world, as well as provide a platform for their communication by various means including its CSR Working Group, participation on the Board of the Global Compact, involvement in the ISO 26000 process and in the ICC Commission on Business in Society and Anti-Corruption.

Despite the challenges presented by the economic crisis this year, business engagement in social responsibility continued to evolve. A number of federations themselves actively supported companies in strengthening their CSR engagement with stakeholders. The IOE Secretariat provided support and participated in national debates on CSR at the Global Compact meetings around the world.

International Standardization Organisation (ISO)

The IOE continued its engagement in the ISO 26000 process towards a guidance standard on social responsibility, monitoring developments throughout the year and providing alerts to members on opportunities for influencing the outcome. Although the draft international standard (DIS) released in September remained problematic, a number of important employer initiatives improved the text, specifically the chapters on labour and on human rights. Input on the latter was particularly important in ensuring harmonization with the work of Prof. John Ruggie, the Special Representative of the UN Secretary-General.

Despite these successes, the text remained long, with expectations beyond the practical capacities of all but the very largest of organizations.

The IOE will continue in 2010 to attempt to further improve the text and to support and encourage members' efforts to do likewise through their national standards' committees. It remains important to stress that the guidance standard is not for certification and is to be applicable to all organizations, not just business.



Launch of the Global Compact in Venezuela

“The business and human rights debate is not only about multinational enterprises in developed countries, but about all business of all sizes regardless of location. I look forward to a continued interaction with the IOE in the final years of my mandate.”

John Ruggie, UN Special Representative on Business and Human Rights

Workplace Relations in an Age of Globalisation

Global Industrial Relations

2009 saw the increased conclusion of International Framework Agreements (IFAs) with some 84 now signed between individual multinational companies and a Global Union Federation (GUF). Notwithstanding the crisis, such agreements are likely to become more frequent.

At the same time, Global Unions were paying more attention to the realization of IFA commitments, particularly as they relate to freedom of association and implementation in the supply chain. The content of such agreements also continued to develop with new and expanded language becoming more evident.

Again, throughout 2009, the IOE through its member federations was able to assist companies in the understanding of this developing approach to global industrial relations. The IOE's information paper on the subject was updated during the year and remains a key international reference on the matter of IFAs.

Global Industrial Relations Network (GIRN)

The IOE's Global Industrial Relations Network (GIRN) of multinational companies met twice during 2009. The GIRN is now in its third year and participants are fully engaged in sharing experience and knowledge surrounding the operation of IFAs and other aspects and challenges in the industrial relations' management of global companies.

The first meeting, organized jointly with USCIB was in Atlanta in April; the second, co-hosted with the Confederation of British Industry (CBI) was held in London in October. Topics considered included: developments in US and UK labour law; business and human rights; and industrial relations issues arising from the impact of the global financial and economic crisis.

The GIRN provides a solid platform upon which deeper knowledge of key issues can be explored and developed and is now further supported by its own member online resource.



Labour and Social Policy Work

With the impact of the global crisis affecting debates both within the ILO and at national level, a number of papers outlining exit strategies and recovery policies were published. In parallel, several existing papers were updated to take into account recent developments, and a suite of thematic papers was also produced to cover the debates at the ILO's International Labour Conference (ILC).

For the first time, in collaboration with Baker & McKenzie, the IOE produced and made available to members two publications: *Worldwide Guide to Trade Unions and Works Councils and Termination, Discrimination and Workplace Harassment Laws*

The IOE published the third *International Labour & Social Policy Review* with articles contributed by Heads of multilateral agencies including Pascal Lamy, Juan Somavia, William Swing and Navi Pillay.

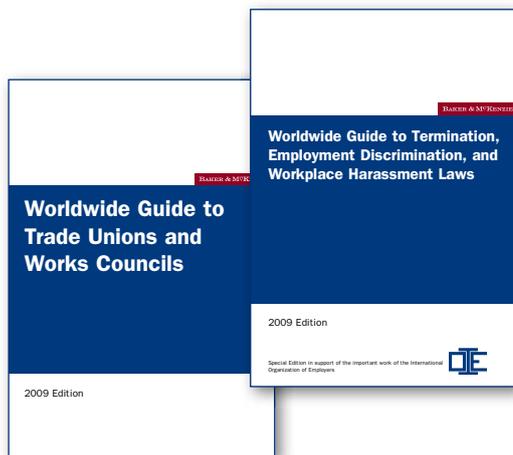


Fundamental Principles and Rights at Work

1998 ILO Declaration on Fundamental Principles and Rights at Work

Since its creation at the initiative of the Employers' Group, the 1998 Declaration has provided the ILO with a unique vehicle to promote its core values. All ILO member states have the obligation to: respect and promote freedom of association and the effective recognition of the right to collective bargaining; the elimination of all forms of forced or compulsory labour; the effective abolition of child labour and the elimination of discrimination in respect of employment and occupation.

The successful promotion of the Declaration has proven that ratification of ILO conventions is not the only means of ensuring the respect of fundamental principles and rights at work.



Although theoretically addressed to state parties, these four principles are increasingly being incorporated by companies into their codes of conduct, HR policies and other industrial relations arrangements.

The IOE's commitment to the promotion of the Declaration provided the basis for a number of collaborative activities between the IOE, member federations and the ILO Declaration department. Specifically in 2009, the publication and promotion of various explanatory documents provided the main thrust of this cooperation, e.g. the IOE information paper on International Labour Standards and Companies, and the position paper on the Declaration, both of which have proven of great value to member federations and their company affiliates in their day-to-day activities. Other activities related to the specific principles are outlined below.

Combatting Forced Labour

Prior to each session of the ILO Governing Body in 2009, Employer members from the Asia region held consultations with Myanmar's Geneva-based ambassador on the ongoing and unresolved issue of forced labour in that country.

The IOE identified good core examples of employer organization engagement in addressing the issue of forced labour and distributed draft recommendations to members. Successful collaboration with the ILO on this matter resulted in the effective promotion of "Combatting Forced Labour: A Handbook for Employers and Business".

Combatting Child Labour

The IOE and its partners in the multilateral system have long been at the forefront in efforts to eliminate child labour.

For business today, operating across global supply chains, there can be challenges in ensuring there is no involvement of child labour and there are grave consequences for being associated with this practice, including serious loss of reputation and boycotting of products by consumers.

As part of continuing efforts to alert the business community to this problem and to better address solutions, the IOE organized with USCIB, the US Chamber of Commerce and the ILO a conference in Atlanta in February, hosted by the Coca-Cola Company. The event brought together child labour experts, business leaders and other key actors to share concrete experiences gleaned at local and global level with the aim of providing impetus to a better coordinated and more effective business response to the problem.



B. Wilton, IOE Deputy Secretary-General

Ensuring Freedom of Association

The protection of the rights of Employers and their representative organizations is an ongoing concern for the IOE. During 2009, the Secretariat assisted member federations in the preparation and filing of complaints and comments on cases where fundamental rights had been infringed for presentation to the different supervisory mechanisms available in the ILO.

Specifically, the IOE encouraged and promoted the work of the Colombian Employers' Organisation (ANDI) in improving in their country the respect of fundamental rights at work, freedom of association, and strengthening the judiciary to solve labour-related disputes and the struggle against violence.

In an increasing number of other countries in Latin America, the IOE monitored and addressed the threats against the very existence of Employers' Organisations, private enterprises and market economy values. Special advocacy missions were organized in support of the business community in Uruguay, Ecuador and Venezuela. In the case of Venezuela, the IOE succeeded in bringing to the attention of the ILO supervisory system for urgent investigation the acts of violence, detentions and attacks on the headquarters of FEDECAMARAS that had taken place. IOE's activities in these countries attracted wide media attention.



E. Potter, Director, The Coca-Cola Company

Creating Safer Workplaces

Global Occupational Safety & Health Network (GOSH.net)

Following the Occupational Safety & Health Statement adopted by the IOE in 2007, the organization continued in 2009 to proactively support international efforts in OSH promotion and prevention policies. In this respect, work with the ILO and WHO was intensified to promote safer workplaces.

The impact of the global crisis on multinational companies and organizations made 2009 a challenging year in which to launch a new network dedicated to creating and promoting safer workplaces, but the IOE's Global Occupational Safety & Health (GOSH) network attracted 17 companies and five member federations to its first meeting in Geneva in March.

The agenda focused on the impact of the crisis on the OSH function in companies and on legal and practical standards for OSH in China. Both the WHO and DuPont provided valuable support, including speakers to address the meeting.

A second meeting in October, hosted by Endesa in Madrid, considered the impact of international framework agreements on company OSH arrangements and business continuity issues associated with the H1N1 swine 'flu pandemic.

Members, drawn from a wide range of areas of expertise, find GOSH sessions at their most rewarding and relevant when they provide a platform for sharing information with their peers on the latest global developments in OSH, confidential information about their companies, and the priorities to be defined within competing demands for resources. They also benefit from the access the network provides to influencing and understanding the UN system as it relates to the important area of safer workplaces.

The IOE has created and developed a supporting website and published guidance on OSH for use by members and their enterprise constituents. Plans are in hand to grow the membership base in 2010, to hold two meetings, one in London, and to develop further information and guidance on a range of OSH topics.



GOSH.net Meeting, Madrid

Climate Change and Employment

United Nations Climate Change Conference

The economic and financial crisis was not the only major item on the global agenda in 2009: the enormous challenge of climate change, and its implications in terms of environmental, social and economic costs, was the subject of unprecedented attention in the lead up to the United Nations Climate Change Conference in December. The resulting accord reflected a political consensus on the long-term, global response to climate change. Business will play a key role in the practical implementation of any adopted measures, not least in adapting the skills' profiles of workforces to new technologies.

During this period, the IOE established its involvement at the highest level with the participation of IOE President Wiseman Nkuhlu in the UN Leadership Forum on Climate Change which took place in New York in September with the goal of conveying to the world's political leaders the support of business for a balanced and effective global climate agreement in Copenhagen.

Climate Change Advisory Group

The IOE was additionally involved in international climate change debates through its nine-member Climate Change Advisory Group. Articulating the concerns of business over duplication of efforts, the IOE influenced a more coordinated approach to the ILO Green Jobs project by lobbying for its integration into the current Green

Economy initiative being coordinated by the ILO/UNEP and the Work Bank. One of the inputs of this work will require continued IOE involvement in analysis of the likely employment impacts of climate change at sectoral level for a report which is due for publication in October 2010.

Climate change activity culminated in December in Copenhagen when the IOE joined with the ICC at the Conference of the Parties to provide labour and social policy foresight to the debate which defined the climate change accord for the post-2010 period.

Other International Fora

The IOE participated in discussions at the WTO on the identification of a coping strategy to provide consistency between the WTO's legal framework for the trade-related impact of climate change and the accord developed in Copenhagen which did not fix a legal basis for the negotiated agreements.

At the practical level, the IOE provided the business perspective in three training courses run during 2009 by the ILO's Turin Centre to inform social partners at national and enterprise level of the impacts of climate change on labour issues.



UN Climate Change Conference, Copenhagen

Working for Business at all Levels

International

INTERNATIONAL LABOUR ORGANIZATION

International Labour Organization (ILO)

The IOE's policy work, and overall work programme, is linked to the Employers' Group's engagement in the ILO. Evidence of that strong engagement throughout the year can be seen in this Annual Report. On a daily basis throughout 2009, the Secretariat continued to participate in and coordinate ILO activities both in Geneva and in the regions.

Guided by **The Employers' Vision of the ILO**, the Secretariat continued to align ILO work, in both policy and technical cooperation, to the needs of enterprise. Particular work with regard to the follow-up of the International Labour Conference discussion on sustainable enterprise and the Global Jobs Pact adopted in 2009 gave space for more focused engagement on the needs of business in recovering from the crisis, as well as addressing the employment lag that became more apparent over time.

In partnership with the ILO, the IOE continued to work to strengthen the ILO's understanding of the needs of enterprises, improve its interaction with them, particularly through the work of the Sectoral Activities and Multinational Enterprises departments, and to bring to the ILO the realities of the contemporary world of work.

A key role of the IOE is to strengthen member federations. This role is shared with the Employers' Bureau for Employers' Activities (ACT/EMP) within the ILO. As in previous years, ACT/EMP, through its programmes on the ground with members, and in collaboration with the IOE, engaged to help members improve their governance, management, provision and delivery of services to strengthen their role as advocates for the needs of business.

The Effective Employers' Organisation training manual was presented with the support of ACT/EMP Turin to an increasing audience of Employers' Organisations. ACT/EMP's work was further enhanced by its presence in all regions with programmes and support directly linked to servicing the stated needs of member federations.

The IOE's work in the ILO in 2009 also included advocacy of a standards policy that is balanced and transparent and responds to the needs, and reflects the positions, of all constituents, including Employers. The IOE is pleased to promote useful standards, but advocates for the revision, or classification as outdated and eventual abrogation, of standards that interfere unduly with the operations of enterprise. In response to members' concerns, the IOE repeatedly stressed that, before considering the setting of any new standard, serious reflection should be given to the management and review of current standards to maintain their relevance.



ILO Geneva Headquarters



S. Allam, Employer Vice-President, ILC

INTERNATIONAL LABOUR ORGANIZATION

ILO Governing Body

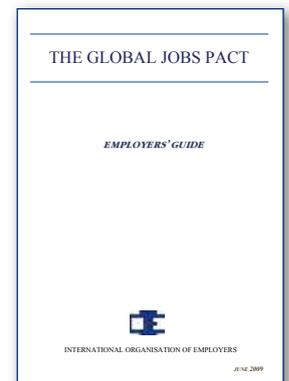
March saw the adoption of the ILO's Programme and Budget for 2010–2011 as well as a new Strategic Policy Framework through 2015. This will continue the devolution of resources and activities to the field to place ILO activities closer to constituents but, at the same time, places constraints on oversight.

The Programme and Budget reflected many of the ideas contained in the **Employers' Vision of the ILO** and therefore was the most employment- and enterprise-orientated response by the Office in recent years.

As was to be expected, the crisis impacted all of the discussions in both the March and November sessions. Drawing on the ILO Declaration on Social Justice adopted the previous year, Employers stressed the need for an ILO that was responsive to the real needs of constituents.

At the initiative of the Employers' Group, the agenda of the International Labour Conference (ILC) in June was revisited and reorganized to allow for a substantive debate on the ILO's response to the labour and social policy implications of the crisis and recovery.

A working party was also established to take forward Employers' Group calls for a reform of the Governing Body. In this debate, the Employers' Group took the lead in arguing for an exercise that looked beyond just the problems with the existing structure to one that provided a deeper reflection of the governance needs of the Organization, leading to an ILO that is better placed to produce the policy and technical programmes that constituents and others are expecting of it. The year ended with some positive uptake of Employers' Group positions and enhanced communication between it, the governments, the Workers and the Office.



Committee of the Application of Standards, ILC



D. Funes de Rioja, Employer Vice-Chairperson of the ILO Governing Body

2009 International Labour Conference

The ILC's agenda was dominated by the work of the Committee of the Whole (CoW) on the employment and social policy consequences of the global economic and financial crisis.

Global Jobs Pact

As an Employers' Group initiative taken in the March session of the Governing Body, the CoW provided space for a substantive discussion on the impacts of the crisis and, through the development of the Global Jobs Pact, the creation of a practical tool for constituents and the Office to use in meeting member needs. The GJP was also supported by G20 countries, thus putting the pressure on the ILO to develop and deliver a credible and robust programme for implementation.

The Pact created a framework for the recovery period ahead and provided a resource of practical policies for the multilateral system, governments, workers and employers that will enable each country to formulate a policy package specific to its situation and priorities. It embedded the importance of enterprise in recovery, supported efficient and well regulated trade and contained a strong message to avoid protectionist solutions. Firmly grounded in the areas of ILO mandate and competency, the Pact commits the ILO to helping its constituents to formulate strategies and measures to exit the crisis in labour markets.



Committee of the Whole, ILC

Gender Equality

The conclusions of this General Discussion supported sustainable enterprises as an important precondition for gender equality and formal, and legal, employment was accepted as crucial in advancing opportunities for women. Employers also resisted efforts to have part time, contract work and other flexible working arrangements labeled "precarious", with all the negative connotations that suggests. Such new forms of work exist in the formal economy and often involve personal choice, especially for woman to enter or re-enter the labour market under these new arrangements.

HIV/AIDS and the World of Work

The standard setting item during this session was on HIV/AIDS and the World of Work and saw the first part of a two-year discussion for a stand alone Recommendation. Although this discussion proceeded in a positive way for Employers, vigilance will be needed again in 2010 to sustain this position.



ILO Summit on the Global Jobs Crisis, ILC

OTHER INTERNATIONAL AGENCIES



United Nations Global Compact

Launched as a personal initiative of former UN Secretary-General Kofi Annan in 2000, the Global Compact's aim is to encourage business leaders to incorporate ten principles into their everyday operations in areas such as human rights, labour standards, the environment and anti-corruption. Today it stands as the largest corporate citizenship and sustainability initiative in the world with more than 7700 corporate participants and stakeholders from over 130 countries. It serves as a high-level leadership platform for participants to advance and discuss their commitments to sustainability and corporate citizenship.

As a member of the UN Global Compact (GC) Board, IOE Secretary-General Antonio Peñalosa participated actively in the presentation of the business guide to the Global Compact Labour Principles, together with the ITUC, at the GC Local Networks Annual Meeting in Istanbul in June; the Board Meeting in July which discussed, inter alia, the challenges presented by the integrity measures process as well as the creation of an Environmental Working Group; the launch of the Local Network in Venezuela; supported member federations involvement in local networks in Ecuador and Guatemala and addressed the UNGC Human Rights Working Group for an exchange of ideas on collaboration, and the objectives and mandate of the Labour Working Group.

Office of the UN High Commissioner for Human Rights (UN OHCHR)

Prof. John Ruggie set out a three-principled approach in response to his mandate on business and human rights, comprising the state duty to protect against human rights abuses, the corporate responsibility to respect human rights, and access to remedies when rights are infringed.

Throughout his work to date, the IOE has helped coordinate the business response by participating in a number of consultations with Prof. Ruggie and his team as he moves towards operationalising his framework and the end of his mandate mid-2011.



The World Bank

The IOE maintained its ongoing commitment to promoting the World Bank reports as a key reference for business and, at the IOE's request, the European launch of the 2009 Doing Business report was organized by the BDA in Berlin in October. In further efforts to forge strong links between the IOE and the World Bank, the IOE invited the World Bank's Ms Penelope Brook, Director, Global Indicators and Analysis, to address IOE members at the ILC.

Additional involvement, in conjunction with USCIB, occurred when the IOE was asked to represent employers in a multi-stakeholder consultative group which met twice and was tasked with providing advice on key indicator elements in the Bank's Doing Business reports. The group also offered broad input for the promotion of regulation which fosters sustainable enterprise that provide robust employment with adequate worker protection.

OTHER INTERNATIONAL AGENCIES

United Nations Environment Programme (UNEP)

IOE accreditation as a UNEP stakeholder, as well as providing opportunity for involvement in the Green Economy initiative, permitted access for the IOE to the policy setting Global Environment Ministerial Forum held in 2009 in Nairobi.

At a practical level, the IOE influenced proposals for priorities for UNEP work in the regions.



The World Health Organisation (WHO)

The IOE continued its work with the WHO in developing specific actions and guidance for the Global Plan of Action on Workers' Health resulting in a joint initiative to provide information for enterprises on healthy workplaces that will continue through 2010.

During 2009, the IOE Global Occupational Safety and Health Network was consulted by the WHO as a substantial resource to provide best practice advice and to test guidance and the IOE coordinated the business input via the WHO Network of Collaborating Centres which meets annually.



United Nations Industrial Development Organization (UNIDO)

As part of its ongoing collaboration with UNIDO, the IOE participated in the thirty-sixth session of the Industrial Development Board of the organization, as well as in the Thirteenth Session of the General Conference of UNIDO which mainly focused on addressing the global economic downturn. This provided an opportunity to present IOE positions which are of interest to UNIDO, especially those related to CSR and crisis response.



United Nations Conference on Trade and Development (UNCTAD)

During 2009, the IOE continued to strengthen its collaboration with UNCTAD, in particular within the area of Economic Affairs and Corporate Transparency. Different avenues were discussed to follow-up on their Corporate Responsibility Indicators in Annual Reports.



IOM International Organization for Migration

International Organization on Migration (IOM)

As a member of the IOM consultative board, the IOE continued to participate in regular council sessions convened in Geneva in 2009 and also in meetings in the regions on this important issue for employers (see Africa section).

“We greatly appreciate the collaboration of the IOE – as a player at the global level and as the voice of business in the international social arena – in the WHO endeavor to reach its objectives and to foster health and promote development.”

Maria Neira, Director, Public Health and Environment, World Health Organization

Regional

AFRICA

IOE work in Africa was implemented through a strong partnership between the Pan African Employers' Confederation (PEC), the ILO Regional Office for Africa and IOE members in the continent and aimed at responding to the specific challenges facing Employers' Organizations in Africa.

These challenges ranged from informalisation of the economy, the global financial and economic crisis, HIV/AIDS, international labour migration, to an unfavourable business environment. Africa was also becoming increasingly important in the global economy as evidenced by growing investments from emerging markets such as India, China and Brazil.

African Employers' Forum: the Financial Crisis, Economic Recovery and Employment

As a result of this strong partnership, a **High-level African Employers' Forum** on the Financial Crisis was held in Nairobi in May 2009. The event was aimed at mobilizing Employers' Organisations in the continent to have a common approach when responding to the global economic and financial crisis. Apart from the ILO, other institutions that took an active part in the deliberations were the International Monetary Fund, the African Development Bank and the African Union.



“African countries should work very closely with the private sector in order to take quick, decisive and systematic measures to ensure that credit crunches and bank collapses are avoided. The magnitude of the problem calls for concerted effort not only globally but also nationally. I salute the IOE for taking the initiative of organizing this forum with the FKE.”

*Stephen Kalonzo Musyoka
Vice-President of the Republic of Kenya*

The event was officially opened by the Vice-President of Kenya, underscoring the commitment of African Governments to work closely with the IOE and its membership to address the crisis.

IOE members in Africa took advantage of ILO organized meetings and Conferences on the global economic and financial crisis throughout the year to reiterate the employer position that creating an enabling environment for SME development in Africa was critical.

From left to right:
A. Jeetun, Secretary-General, MEF (Mauritius)
MA. Ould Sidi, Senior Adviser for Africa and Arab States, ILO
M. Megateli, Secretary-General, CGEA (Algeria)
J. Mugo, Executive Director, FKE (Kenya)
L. Traoré, Permanent Secretary, CNPM (Mali)
O. Oshinowo, Director-General, NECA (Nigeria) & IOE Vice-President (Africa)
E. Muia, Senior Adviser, IOE

Women's Entrepreneurship

In support of efforts by IOE members in Africa to promote the development of women's entrepreneurship by addressing obstacles faced by women entrepreneurs, the IOE partnered with the African Development Bank, the Pan African Employers' Confederation and the ILO African Regional Office to bring together in Cairo representatives of the Association of Women Entrepreneurs and Employers' Organizations. The event led to the adoption of the Cairo Plan of Action to be implemented jointly by IOE, PEC and partner institutions.

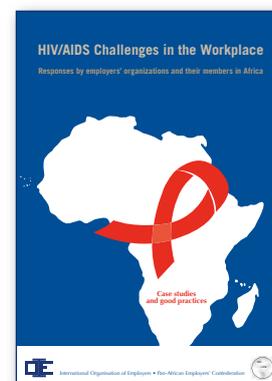
International Labour Migration

The theme of international labour migration and how Employers' Organizations can contribute to national migration policies and practices has been ongoing in Africa. In conjunction with the IOM and the ILO, the IOE held a regional meeting in Swaziland for Employers' Organizations from Eastern, Central and Southern Africa. IOE members appealed to governments to be consulted in migration policy to ensure the availability of skills for their operations and the development of labour market information systems for the sub-region, sharing of information and strengthening of Employers' Organisations' networks so that they can lobby effectively for the inclusion of labour mobility issues in regional trading agreements.

In collaboration with the ILO and the General Confederation of Algerian Enterprises, the IOE organized in Algiers another meeting for stakeholders to discuss how to create more employment opportunities for young people in their countries of origin and how to harness the skills, experience and expertise of migrants. Building the capacity of Employers' Organizations to contribute to government migration policy and practice was also covered in the meeting.

HIV/AIDS in the Workplace

The IOE's active role in the area of responding to HIV/AIDS in the workplace in Africa culminated in a publication in 2009 detailing how Employers' Organizations in the continent were responding to the HIV/AIDS.



African Regional Forum on Women's Entrepreneurship, Cairo

AMERICA

The IOE's work in America focused primarily on identifying the policy framework which employers consider necessary to exit the economic and financial crisis. IOE engagement in debates within the ILO with representatives from all subregions and the Organization of American States (OAS) was key in spreading the message widely. This engagement will continue to guide the IOE's working methods and thanks are extended to members for their technical and political support.

Another goal for the IOE in the region was strengthening and defending the role of the market economy through increased advocacy and support to members.

The Meeting of the Ibero-American Employers' Organisation Presidents

The annual meeting, held in Lisbon in November, provided a unique opportunity to discuss issues of relevance to employers such as the role of the business community and the new political reality in Latin America, the critical situations of the private sector in the region and the responses of Employers' Organizations to the crisis. The meeting concluded with the adoption of the Lisbon Declaration which was subsequently submitted to the Heads of State who met directly after the Employers' meeting.

Following up on the preparatory meeting on "Employers' Organisations and Communications Strategy" which took place in Guayaquil, the Presidents also adopted a Regional Communications Strategy. The ILO ACT/EMP and the IOE will jointly develop a regional communication programme to include a follow-up mechanism.

Regional Meeting of Social Partners

Under the leadership of the IOE, Ibero-American Employers' Organisations met with regional Trade Unions in a two-day meeting organized by the Ibero-American General Secretariat (SEGIB) to discuss issues related to Social Protection, Employment Creation and Collective Bargaining. A Joint Declaration highlighted the relevance of the Global Jobs Pact as a roadmap for crisis recovery, and was also submitted to the meeting of Heads of State.

Organisation of American States(OAS)

As coordinator of the Business Technical Advisory Committee on Labour Matters (CEATAL), the IOE played a key role in 2009 in injecting the concerns of employers of the region into the different occasions offered by the OAS.

In April, CEATAL shared with Ministers of Foreign Affairs at the **Fifth Summit of the Americas** the policy framework necessary to exit the current economic crisis.



Meeting of Ibero-American Employers' Organisation Presidents, Lisboa



D. Lima Godoy, IOE Vice-President (America)

In July, CEATAL participated in dialogue between the heads of delegation, the OAS Secretary-General and the private sector at the OAS General Assembly. Delegates were invited to acknowledge the importance of productive employment in promoting a culture of non-violence.

In October, the **XVI Inter-American Conference of Ministers of Labour (IACML)** of the OAS took place in Buenos Aires under the theme “Facing the Crisis with Development, Decent Work and Social Protection”. Addressing the Ministers of Labour and Workers’ representatives from Latin America, CEATAL President, Daniel Funes de Rioja presented the CEATAL Declaration, highlighting the urgent need to support employment through stimulation of economic growth, creation and promotion of sustainable enterprise, investment, promotion of worker education and training, and application of effective labour market policies.

Strengthening the Role of the Private Sector

Across the region, the IOE continued to be an active defender of the market economy and private enterprise at a time when such concepts were increasingly under threat. In particular, an IOE delegation visited member federations in Venezuela, Ecuador and Uruguay to continue to assist them in strengthening their capacity to resist attacks to the private sector.

Inter-island Cooperation in the Caribbean

The IOE joined with ACT/EMP in presenting the second CAMEO programme for Caribbean employers in Jamaica in June. Bringing together representatives from most of the islands, this programme looked to develop the capacity of both Secretariats and office holders in the Management and improvement of Employers’ Organisations in the region, addressing the range of internal and policy challenges facing employers in the Caribbean. CAMEO is now a proven means of increasing inter-island cooperation and for strengthening Employers’ Organisation capacity to meet their members’ expectations.



The Caribbean Academy for the Management of Employers’ Organizations (CAMEO)

ASIA

Reflecting the breadth and diversity of the Asian region which spans developing and long developed countries, net exporting and new importing countries, and Pacific Islands through Central Asia to the Arab world, 2009 saw the region confronting a broad range of challenges, many of which raised critical workforce and human resource development considerations. A common theme was each country's experience of the recession in the global economy and the repercussions of the financial market crisis on domestic demand and employment.

Many Asian countries confronted the crisis without banking failures, or major crises of financial governance, and with only relatively minor and short run reversals in employment growth. However, many face the ongoing impact of downturns in their export markets, and global reductions in access to investment capital.

Even the most successful and fastest growing economies in the region face critical challenges in better harnessing the contributions of working people, and delivering economic growth, jobs growth, and the development of their societies and communities.

This challenges the IOE and other organisations to provide the services which countries in the region need to take the next steps in their economic and human resource development.

Addressing the Crisis at the Regional Level

2009 saw continuing engagement of Employers' Organisations in the Arab states with the work of the ILO and the IOE. This culminated in October with the IOE and members from the region leading the Arab Employment Forum, which was the first major translation of the Global Jobs Pact to the regional level.

The meeting addressed the range of unique challenges facing economies in the Middle East, the Gulf and North Africa, and, importantly, provided a forum for greater cooperation and engagement between regional employer bodies which will be developed further in 2010 with the active involvement of the IOE in close collaboration with the Arab Labour Organisation (ALO).



T. Suzuki, IOE Vice-President (Asia) – A. Tabani, IOE Honorary President



A. Peñalosa, IOE Secretary-General – A. Dahlan (Saudi Arabia)

Enhancing Employer Capacities for Dialogue and Negotiation

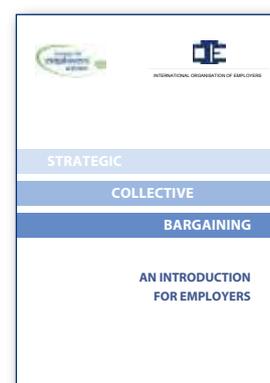
In September 2009, the IOE in conjunction with ACT/EMP delivered a major two-day training programme on collective bargaining to employers in Cambodia, Vietnam, Mongolia and China. More than 150 employer representatives in the Asian region received a comprehensive introductory programme on negotiation skills and strategies, complemented by practical ideas on how to strategically approach bargaining with their employees.

This project produced a comprehensive 130-page guide, substantially authored by the IOE. In the wake of the training programme, the guide was redrafted by member federations in local languages as a national federation publication.

It will also provide a springboard for future member federation training programmes and commercial products.

Demographic Change in the Asian Region

From 18 to 20 May 2009, IOE members from the Asian region met at the ILO/IOE/CAPE Regional Employers' Meeting on Human Resources Development for Competitiveness. Asia-based employer representatives addressed critical issues for the region, including demographic change, the importance of enhancing skills and human resource development, and the challenge of maintaining the leadership position in productivity.



Asian Employers' Group

EUROPE

Responding to the employment implications of the economic crisis dominated IOE activities in Europe throughout 2009. The issue of the European business response to the crisis was discussed at the IOE, in the ILO and in other fora at regional, subregional and national levels – the main outcome being the IOE European meeting in Riga where European members were able to share experiences.

BusinessEurope

During the year, the IOE further developed its partnership with BusinessEurope on global issues such as CSR, human rights and ISO, allowing the European business perspective to be included in the IOE's global position as articulated in international debates. The IOE and BusinessEurope also jointly worked on programmes funded by the European Commission, such as the Asia-Europe Meeting, and the Union for the Mediterranean (UfM) and on joint ILO/EC programmes. Views were also exchanged between the IOE and BusinessEurope on strategies for engaging in countries neighbouring the European Union.

8th ILO European Regional Meeting

The IOE coordinated employers' input at the 8th ILO European Regional Meeting held in Lisbon in February, the agenda of which was changed to discuss the social impact of the crisis in Europe. In conjunction, the IOE or-

ganized a high-level forum of business leaders who adopted a statement on the crisis which served as a reference throughout the year.

In September, the IOE participated in an ILO employer meeting on the crisis attended by 17 countries which was specifically organized for Central and Eastern European participants in Zagreb.

2009 Annual Meeting of European Members

This event took place in Riga (Latvia) in September at the invitation of the Latvian Employers' Confederation (LDDK) and provided an opportunity for a wide exchange of views on employers' responses to the crisis which revealed that most organizations had responded quickly with necessary adjustments and, while some had sustained member losses, others had enjoyed increased membership. Nevertheless, in the main, income proved to be down and organizations had responded by redeploying staff from non-core to core activities involving crisis response and closer contact with members. A strong theme that emerged from the meeting was that organisations had increased their communications activity, including greater media presence highlighting their role as a key national actor.



ILO/IOE/AREC Workshop, Zagreb



V. Gavrilovs, LDDK President – R. Hornung-Draus, IOE Vice-President (Europe)
E. Egle, LDDK Director-General

The World Bank/IFC

Ongoing partnership with the World Bank's International Finance Corporation (IFC) led to the joint launch between the BDA and the IFC of the 2010 Doing Business report in Berlin in October. Some IOE members participated in training activities organized by the IFC, and the IFC participated in a workshop on SME development in the Western Balkans which was jointly organized in Zagreb by the Adriatic Region Employers' Centre and the IOE. The workshop aimed to define ways to improve the business climate for SMEs in the region and the need to fight corruption was also discussed in the presence of Transparency International.

Eastern Partnership Civil Society Forum

At the invitation of the European Commission, the IOE was actively involved in the launch of the Eastern Partnership Civil Society Forum in November in Brussels which aims to provide a framework for the future activities of civil society, including social partners, in countries neighbouring the EU.

UN Ministerial Conference

The social impact of the crisis in Eastern Europe, Central Asia and Turkey was examined in the UN Ministerial Conference at Almaty in which the IOE participated in December- a good example of UN reform with social partners being considered on a par with government.

“The IOE has coordinated and provided support for Employers' Organisations in their efforts to help companies find efficient strategies to overcome the crisis. It has elaborated and coordinated the employers' policy all over the world with advice to political actors on efficient policy responses to the crisis at national and at global level.”

Renate Hornung-Draus, IOE Vice-President, Europe



ILO/IOE/AREC Workshop, Zagreb

Sectoral

Sectoral activities have long been part of the work of the ILO. This “window to the real world of work” has been one of the ways in which the ILO receives a measure of its actions against the needs of its constituents.

In the last few years, sectoral meetings have become more visible. The Global Unions have been increasing their influence and engagement by addressing their issues directly to companies on a sectoral basis and then using those discussions in their interaction with companies at national level. This has required a focussed effort by the IOE Secretariat in managing the identification of discussion topics, working with members in the identification of employer participants for ILO meetings and informing participants of the policy content of the debates.

In 2009, the ILO’s sectoral activity focused also on seminars and round tables covering the impact of the economic crisis on a wide range of sectors.

A Global Dialogue Forum format was used for tripartite sectoral discussion, with the IOE’s active participation in **Decent Work in Local Government Procurement for Infrastructure Provision** and **The Impact of the Financial Crisis on Financial Sector Workers**. The aim of this type of meeting is not to negotiate formal conclusions but to compile shared points of view and consensual conclusions. The latter, for example, recognised that the crisis would

continue to provoke job losses, that training had to be a priority in maximizing the employability of workers and that better policy coherence at regional and international level would help to prevent potentially damaging protectionist policies.

In addition, the IOE coordinated a tripartite ILO meeting on **Promoting Social Dialogue and Good Industrial Relations from Oil and Gas Exploration to Oil and Gas Distribution** which recognised specific prerogatives of management and concluded that contractors and subcontractors are an integral part of the oil and gas industry, providing essential services to operators.

A Tripartite Technical Workshop on the Impact of the Food Price Crisis on Decent Work was also held that supported the formal association of the ILO with the UN High-Level Task Force of the Global Food Security Crisis (HLTF).

The IOE also coordinated in December the business response to the high-level tripartite forum in Tokyo for eight Asian countries on **The Impact of the Global Economic Crisis on the Automotive Industry in the Asia-Pacific**.



Meeting on the Impact of the Global Economic Crisis on the Automotive Industry in the Asia-Pacific, Tokyo

IOE Bodies

General Council

The General Council is the supreme governance body of the IOE. Meeting once a year before the start of the ILO International Labour Conference, it brings together representatives of the IOE's 148 members from 142 countries.

The General Council's key function is to provide a forum for the formal adoption of IOE policy positions, governance of the IOE's budget and work programme and the election of its officers, as well as an opportunity for the exchange of national issues and experiences. 2009 was an exceptional example of this last function as it included an open debate on **Employers' Organizations and the Crisis**, with distinguished panelists from the regions presenting their country's experiences and responses, and allowed for the exchange of views and best practices for adopting measures to mitigate the impact of the crisis.

The 2009 General Council welcomed two new member federations Confederação das Associações Economicas de Moçambique (Mozambique) and Federación de la Producción, la Industria y el Comercio (FEPRINCO) (Paraguay).



G. Trogen (Sweden)



ME. Garza (Mexico)



L. Horvatic (Croatia)



P. Tomek (Austria)



IOE General Council Meeting

Management Board

As an elected group of representatives from the five regions of the IOE's membership, the Board provides a regular forum in which policy is developed for final approval at the General Council, prepares and oversees the financial and administrative requirements and management of the IOE, and ensures that the objectives set for the IOE and the decisions of the General Council are implemented. In 2009, The Management Board held sessions in March, June and November.

During 2009 and with the guidance of an external consultant, the Board undertook a review of the structure, priorities and internal organization of the IOE with the goal of responding optimally to members' needs and expectations by providing a service that delivers high added value. The full implementation of the recommendations of this review will continue into 2010.



A. Tabani, IOE Honorary President

Tribute to Ashraf Tabani

The IOE learned with deep sadness and regret of the passing away on 16 July of Ashraf Tabani, President of the Employers' Federation of Pakistan (EFP), former President of the IOE and a titular employer member of the ILO Governing Body. Ashraf was a pillar of the international employer community for over thirty years and will be sadly missed by his family, friends and colleagues around the world. At its November session, the Board paid a warm and heartfelt tribute to Ashraf Tabani's life and achievements.

MANAGEMENT BOARD MEMBERS

PRESIDENT

WISEMAN NKUHLU (*South Africa*)

EXECUTIVE VICE-PRESIDENT

DANIEL FUNES DE RIOJA (*Argentina*)

VICE-PRESIDENT (AFRICA)

OLUSEGUN OSHINOWO (*Nigeria*)

VICE-PRESIDENT (NORTH AMERICA)

RONNIE GOLDBERG (*United States*)

VICE-PRESIDENT (SOUTH AMERICA)

DAGOBERTO LIMA GODOY (*Brazil*)

VICE-PRESIDENT (ASIA)

TOSHIO SUZUKI (*Japan*)

VICE-PRESIDENT (EUROPE)

RENATE HORNUNG-DRAUS (*Germany*)

TREASURER

JOSÉ MARÍA LACASA ASO (*Spain*)

DEPUTY TREASURER

MICHEL BARDE (*Switzerland*)

SECRETARY-GENERAL

ANTONIO PEÑALOSA

MEMBERS

SAMIR ALLAM (*Egypt*)

PETER ANDERSON (*Australia*)

ABDULLAH SADIQ DAHLAN (*Saudi Arabia*)

EMMANUEL JULIEN (*France*)

YOGENDRA K. MODI (*India*)

ANDREW MOORE (*United Kingdom*)

MARINA MOSKVINA (*Russia*)

PAVEL PRIOR (*Czech Republic*)

JORGE DE REGIL (*Mexico*)

JØRGEN RØNNEST (*Denmark*)

LASSINA TRAORE (*Mali*)

LUIS CARLOS VILLEGAS (*Colombia*)

MEMBER FEDERATIONS

AFRICA (43)

Confédération Générale des Entreprises Algériennes / Câmara de Comércio e Indústria de Angola / 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 (Cape-Verde) / Conseil National du Patronat Tchadien / Fédération des Entreprises du Congo (DRC) / Union Patronale et Interprofessionnelle du Congo / Confédération générale des Entreprises de Côte d'Ivoire / Federation of Egyptian Industries / Eritrean Employers' Federation / Ethiopian Employers' Federation / Confédération Patronale Gabonaise / The Ghana Employers' Association / Conseil National du Patronat Guinéen / Federation of Kenya Employers / Association of Lesotho Employers and Business / Groupement des Entreprises de Madagascar / The Employers' Consultative Association of Malawi / Conseil National du Patronat du Mali / Confédération Nationale du Patronat de Mauritanie / Mauritius Employers' Federation / Fédération des Chambres de Commerce, d'Industrie et de Services du Maroc / Confédération Générale des Entreprises du Maroc / Confederação das Associações Economicas de Moçambique / Namibian Employers' Federation / Syndicat Patronal des Entreprises et Industries du Niger / Nigeria Employers' Consultative Association / Rwanda Private Sector Federation / Conseil National du Patronat du Sénégal / Business Unity South Africa / Sudan Businessmen and Employers' Federation / Federation of Swaziland Employers and Chamber of Commerce / 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 (32)

Antigua and Barbuda Employers' Federation / Unión Industrial Argentina / Bahamas Employers' Confederation / Barbados Employers' Confederation / Bermuda Employers' Council / Confederación de Empresarios Privados de Bolivia / Confederação Nacional da Indústria (Brazil) / Canadian Employers' Council / Confederación de la Producción y del Comercio (Chile) / Asociación Nacional de Empresarios de 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) / Federación de la Producción, la Industria y el Comercio (Paraguay) / 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 y Servicios de Uruguay / Cámara de Industrias del Uruguay / Federación de Cámaras y Asociaciones de Comercio y Producción de Venezuela

ASIA (29)

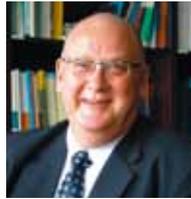
Australian Chamber of Commerce and Industry / Bahrain Chamber of Commerce and Industry / Bangladesh Employers' Federation / Cambodian Federation of Employers and Business Associations / China Enterprise Confederation / Chinese Taipei Federation of Industries / Fiji Employers' Federation / Council of Indian Employers / Employers' Association of Indonesia / Iran Confederation of Employers' Associations / Japan Business Federation / Jordan Chamber of Commerce / 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 / Vietnam Chamber of Commerce and Industry

EUROPE (44)

Council of Employers' Organizations (Albania) / Federation of Austrian Industry / National Confederation of Entrepreneurs (Employers') Organizations of Azerbaijan Republic / 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 Industries / Mouvement des Entreprises de France / Georgian Employers' Association / Confederation of German Employers' Associations / SEV Hellenic Federation of Enterprises (Greece) / Confederation of Hungarian Employers and Industrialists / National Association of Employers and Entrepreneurs (Hungary) / Confederation of Icelandic Employers / Irish Business and Employers' Confederation / Manufacturers' Association of Israel / Latvian Employers' Confederation / Confederation of Lithuanian Industrialists / FEDIL - Business and Employers' Federation Luxembourg / Malta Employers' Association / National Confederation of Moldova Employers / Montenegrin Employers' Federation / Confederation of Netherlands Industry and Employers / Confederation of Norwegian Enterprise / Confederation of Polish Employers and Entrepreneurs / Confederação da Indústria Portuguesa / Portuguese Industrial Association - Business Federation / Alliance of the Romanian Employers' Confederations / Russian Union of Industrialists and Entrepreneurs / Associazione Nazionale dell'Industria Sammarinese / Union of Employers of Serbia / Federation of Employers' Unions and Associations of the Slovak Republic / National Union of Employers (Slovak Republic) / 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



A. Peñalosa



B. Wilton



L. Hotham



F. Muia



S. Barklamb



MP. Anzorreguy



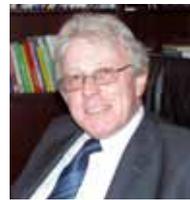
E. Oechslin



P. Rindlisbacher



J. Asherson



J. Dejardin



B. León



M. Megevand



B. Gimbal



A. Chentouf



J. Cañoto



M. Depierre



V. Gugl



S. Schneider



J. Wade

Secretariat (01/01/2010)

SECRETARY-GENERAL
ANTONIO PEÑALOSA

DEPUTY SECRETARY-GENERAL
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