



# Annual Report 2010

INTERNATIONAL ORGANISATION OF EMPLOYERS



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# Taking the IOE Message to the Global Platform

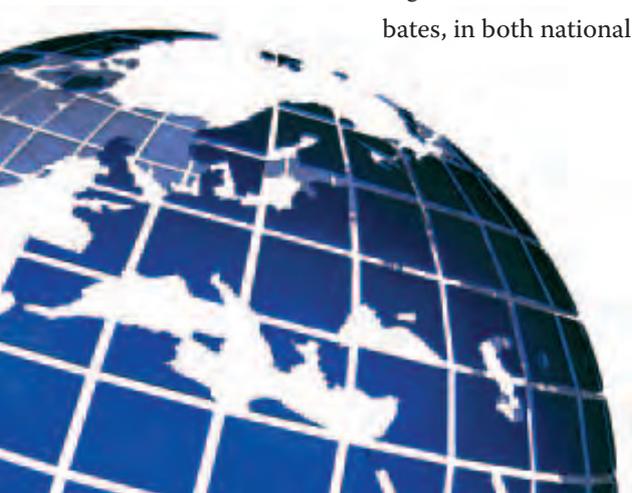
## Letter to Members

2010 marked the IOE's 90th anniversary, providing an opportunity to reflect on building on the organisation's long history in advancing the views and interests of employers in a more globalised and interconnected world. If a single theme were to capture the role and achievements of the IOE, it would be building on that experience in meeting new challenges.

Since 1920, employers, with the support of their national and international representative organisations, have met the challenges of war, economic depression and the battle of political and economic ideologies that has played out for much of the IOE's history. In doing so, employers have strived to balance the recognition of fundamental employment rights with the equally fundamental importance of free enterprise and the essential contribution of a profitable and competitive private sector to all societies.

The IOE successfully globalised long before the word became fashionable, uniting employers around the world, progressively welcoming new members from all regions and operating across a diverse range of systems, cultures and languages. This makes for a rich, flexible and strong organisation that can speak for business with one voice.

In 2010, the principal challenge for both the IOE and its member federations remained the impact of the global economic and jobs crisis. Membership fees were reduced as a mark of solidarity, and more had to be done with fewer resources. Enterprises throughout the world continued to face major challenges in maintaining employment levels, calling on their representative employers' organisations to advocate for them vigorously in labour and social policy debates, in both national and global forums.





*Wiseman Nkuhlu*



*Daniel Funes de Rioja*



*Antonio Peñalosa*

Whilst the IOE continued to engage throughout the year in its core activities in the ILO, taking the IOE policy message to global platforms, to the world's decision makers and thought leaders, was a recurring theme.

The major labour debate of the year, with the strong presence of the IOE, was the first G20 Labour and Employment Ministers' meeting held in Washington, DC in April, which aimed to strengthen international cooperation and coordination of employment and social policies in the broader G20 process. This was followed up in a series of international and regional forums throughout the year as Governments set out to implement a diverse range of responses to the crisis and the road to recovery.

We will continue to be the chosen interlocutor for the world's leaders in the area of labour and social policy going forward, supported by our 148 member federations around the world, all of whom we take this opportunity to thank for their contribution to the activities outlined in this report.

*Wiseman Nkuhlu*  
*President*

*Daniel Funes de Rioja*  
*Executive Vice-President*

*Antonio Peñalosa*  
*Secretary-General*

# Policy Priorities

## Enterprise Development, Employment and Globalisation

### Ensuring a conducive environment for business worldwide

In recognition of the need for a stable, modern and appropriate regulatory environment for sustainable enterprise creation, job creation and development, the IOE continued in 2010 to monitor and denounce threats to the private sector by publicizing adverse situations and reporting abuses, including in the relevant UN forums, such as the ILO's Committee on the Applications of Standards, its Committee on Freedom of Association (CFA) and Committee of Experts.

IOE complaints involving Venezuela, Iran and Uruguay for violations of ILO Conventions on Freedom of Association and Collective Bargaining were brought successfully before the CFA. In addition, in a particular case in which a multinational was concerned, Employers successfully secured the ILO's acknowledgement of the interaction between the principles of free speech and freedom of association in union recognition ballots. In another case, the Employers secured the recognition of the workers' right to work during a strike, as well as the right of employers to enter the premises during a strike period.

The IOE publicly challenged the 2010 ILO Committee of Experts' position on the application in Colombia, Guatemala and Peru of ILO Convention 169 on Indigenous and Tribal People, which directly affected extractive and infrastructure projects carried out by private enterprises.

Work in the defense of private enterprise extended to various geographies; in Europe, for example, the IOE was very supportive to the Belgian Employers' Federation (FEB) in the collective case brought against the Government of Belgium by national and European trade unions; and in Serbia, the IOE supported its member, the peak employers' organization, the Serbian Association of Employers to its government, as the recognised voice of business for the purpose of social dialogue at the highest level.

In the Asian region, the IOE reinforced the position of the Cambodian Federation of Employers (CAMFEBA) by writing directly to the Cambodian Prime Minister, urging his government's action in upholding tripartite decisions taken on an orderly timetable and process for negotiations on wages which were being ignored and disrupted by a minority of trade unionists. With respect to the current drafting of new Cambodian legislation governing trade unions, the IOE further urged the acceleration of this process, given the losses incurred by business and law-abiding workers due to the unlawful strike action perpetrated by the minority.



*E. Potter, USA, Spokesperson, ILO Committee on the Application of Standards*



As part of the IOE's ongoing promoting of the essential role and value of small and medium-sized enterprises (SMEs) in employment recovery, within the context of the ILO, the Employers were able to use the 2010 annual cyclical review discussion at the International Labour Conference to underscore the importance of small and medium-sized enterprise (SME) development, including youth entrepreneurship, to the overall employment objectives of the organization.

### Youth Employment

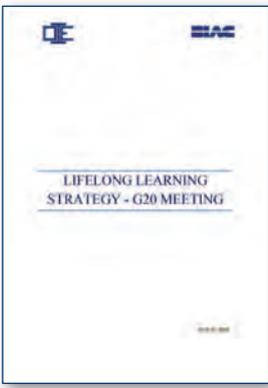
The promotion of youth employment continued to be an important area of focus for the IOE through encouraging members on an ongoing basis to use the Youth Employment Toolkit: an Electronic Tool for Employers which features practical action points and concrete programmes to promote youth employment.



### Global Jobs Pact (GJP)

An update on the implementation of the Global Jobs Pact in nine countries was delivered to the ILO Employment and Social Policy (ESP) Committee during the Governing Body. Employers continued to argue that the Pact remained a specific response to the crisis, offering a menu of measures that might be used according to the national context, not a list of inseparable obligations.

In its interventions, the IOE requested that the ILO should now turn its attention to identifying the means to assist constituents in recovery efforts.



### The IOE and the G20

Despite the crisis giving rise to anti-globalisation rhetoric in some quarters, countries that engage well with the international economy have consistently grown much faster than those that operate closed economies, and competition has promoted efficiency and productivity.

Increasing economic interdependence worldwide has also given rise to more global interaction at government level, including the creation of the G20 to help support growth and development, particularly through global policy coherence. The IOE, as the most representative global business federation, is highly committed to business concerns being heard and brings these into the G20 process.

In advance of the first ever G20 labour ministerial meeting held in Washington in April, in partnership with USCIB and BIAC, the IOE organized a global business forum with the theme of “Labour Market Recovery: the Global Picture” designed to explore regional perspectives on returning to economic growth and maximizing employment. High on the agenda were business perspectives on training and skills development. The outcomes of these discussion sessions fed into the labour ministers’ consultations with the social partners and ultimately to the G20 leaders’ deliberations and conclusions.



*D. Funes de Rioja, IOE Executive Vice-President*



*R. Goldberg, IOE Vice-President, North America*



*W. Nkuhlu, IOE President*

“The G20 process is quickly developing and emerges as one of the main global governance structures. The IOE as the most representative global business organisation has been an important voice of global business in this process, ensuring that the needs and concerns of companies worldwide are heard by the G20 leaders.”

R. Hornung-Draus, IOE Vice-President, Europe

# Corporate Social Responsibility

## International Standardisation Organisation

### *ISO 26000*

Late September 2010 saw the adoption of the draft text of ISO's social responsibility guidance standard 26000. In a united front, the IOE, ICC and BIAC, though not entitled to vote, conveyed to ISO the formal position of the business community with regard to the text which, despite sustained opposition throughout the lengthy, multi-stage, drafting process, remained far too long, overly detailed and needlessly complex. The IOE, together with the ICC, BIAC and national member federations, was highly successful in making sure that ISO 26000 is not for certification and is not a management standard.

However, a major bone of contention for business is that the guidance standard is targeted at large organizations and particularly multinational enterprises. From the IOE's point of view, this potentially sends the wrong message that social responsibility is applicable only to the largest and most advanced organizations; another concern is the push for certification. The joint statement to ISO also expressed disappointment at their rejection of the business request to make the published version of the guidance standard freely available, given its intended benefit to society as a whole, rather than to the commercial interests of business.

### *ISO HR Management System Proposal*

Towards the end of 2010, ISO proposed that its national committees vote on the development of a human resources management system. The IOE expressed its opposition to such an initiative, impinging as it does on the labour-related standard setting mandate of the ILO. Human resources management lies outside the traditional scope of ISO's competence and, as a result of IOE alerting its members, additional expressions of opposition were expressed at national level. This will be an area for the IOE to monitor in 2011.

## OECD MNE Guidelines

Throughout 2010, the IOE continued to work with BIAC on inputting the environment and labour related chapters of the OECD's Investment Committee review of its MNE guidelines covering human rights, employment and labour, due diligence, supply chains and procedural provisions. The IOE supports a new chapter on human rights if it is consistent with the work of Professor Ruggie as outlined later. Employers underlined the need for the ILO to maintain ownership of areas within its mandate, noting that the ILO Declaration and the OECD guidelines are two distinct documents.



*A. Greene, Vice-President, Labor Affairs and Corporate Responsibility, USCIB (USA)*

## Business and Human Rights

The IOE continued to coordinate and lead the business response to the work of John Ruggie, the UN Secretary-General's Special Representative on human rights and transnational corporations and other enterprises, towards operationalising his three-principled human rights framework: the state duty to protect, the corporate responsibility to respect, and the provision of access to remedies when rights are infringed.

Involvement in 2010 culminated in the international business consultation with Prof. Ruggie which was coordinated by the IOE and hosted by MEDEF in Paris in October. Key messages from business underlined the interconnectedness of the three principles: that the state duty to protect human rights through the development, implementation and enforcement of adequate legislation is fundamental to success in this area, that this approach by the State would in turn foster a climate of respect in the business community and ensure that grievance mechanisms were in place and also respected.

This was to be the last consultation before Prof. Ruggie posted his guiding principles on an online forum for comment with a view to finalizing his submission to the Human Rights Council in June 2011. The business response, drafted with full IOE membership consultation, was communicated to Prof. Ruggie by year end. The IOE, through its continued commitment, made sure that the process on multinational enterprises and human rights did not lead to directly binding international regulations for companies. A particular focus for the IOE going forward will be to fully support members in understanding and using the Ruggie framework.



*Prof. John Ruggie, UN Special Representative of the Secretary-General on Business and Human Rights*



*B. Wilton, Deputy Secretary-General, IOE*

# Global Trends in Workplace Relations

## Global Trends in Industrial Relations

As a core ongoing activity, the IOE monitors and reports to members on developments and trends in global industrial relations, including the relatively new form of transnational social dialogue, International Framework Agreements, as a strategy employed primarily by Global Union Federations.

During 2010, IOE joined with ACT/EMP Turin and several European member federations to run a series of one-day seminars for business on issues, approaches and practices in European and International Framework Agreements (IFAs). These events took place in Berlin, Brussels, The Hague, Paris and Madrid.

In the past, IFAs have been mainly a European phenomenon and there are still relatively few non-European agreements. However, whilst the pace of signed agreements seems to be slowing, the reach of IFAs now appears to be going beyond traditional geographies and sectors. The globalization of the strategy can be seen in examples beyond Europe, most recently in Canada, Brazil, South Africa, Russia and Japan, making IFAs a truly global issue for business and one which the IOE will be addressing in its Employers' Guide to be updated in 2011.



## Global Industrial Relations Network (GIRN)

The IOE's Global Industrial Relations Network of multinational companies entered its fourth year in 2010. Its first meeting was held in Brussels in April, hosted by IOE member, Fédération des Entreprises de Belgique (FEB). Amongst the agenda items, the session examined changes to European Works Councils and precarious work.

Paris was the location for the second meeting, held in October, and hosted by Sodexo. IOE member the French Business Confederation (MEDEF) participated alongside 15 multinational companies. Topics on this occasion included Indian labour law, an update of the OECD guidelines for multinational enterprises and the employers' right to free speech under international labour law.

The GIRN continued to be a highly appreciated platform for multinational companies to have a confidential exchange of views on pressing issues such as global campaigning, supply chain management, etc.



## Fundamental Principles and Rights at Work

### 1998 ILO Declaration on Fundamental Principles and Rights at Work

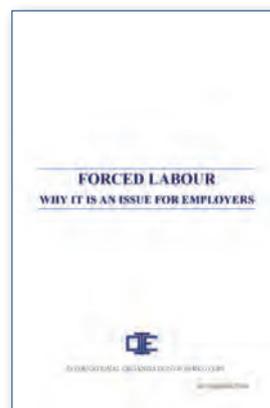
As a promotional instrument created on the initiative of the Employers' Group, the ILO 1998 Declaration remains a main reference for employers, and the IOE continues to be firmly committed to the promotion of its four key principles. The IOE's work in this area is guided by its 2010 position paper.

During 2010 ILC discussions of the Annual Review and Global Report, which focused on the effective abolition of child labour, the Employers reiterated their support for promoting, realizing and respecting the fundamental principles and rights at work. Such follow-up is an integral part of the 1998 Declaration in lending support to the ILO in identifying areas for the development of technical cooperation. The Employers' Group also welcomed the Global Report and Annual Review as effective tools for promoting the Declaration, and the IOE was heavily involved in preparing the Group's participation in the debate.

### Combatting Forced Labour

During 2010, the IOE continued to strengthen its partnership with the ILO's Special Action Programme to Combat Forced Labour (SAP-FL) through which the IOE coordinates and organizes various activities and products designed for employers in their efforts to address this issue.

IOE information products for employers include *Combating Forced Labour: A Handbook for Employers and Business*, and the 2010 paper *Forced Labour: Why it is an issue for Employers* which aim to guide member federations and their affiliates in identifying and preventing situations of forced labour in their operations and global supply chains.



## Combatting Child Labour

The IOE and its partners in the multilateral system, governments and other stakeholders have long been involved in efforts to eradicate the worst forms of child labour.

During 2010, the IOE continued to support the ILO International Programme on the Elimination of Child Labour (IPEC) which aims to enhance the capability of ILO constituents and NGOs to design, implement and evaluate programmes to eradicate child labour; to identify interventions at community and national levels which could serve as models for replication; and create awareness and social mobilization for securing elimination of child labour. The Employers' Group lobbied during 2010 for greater involvement at national level in scoping projects.

In April, the IOE was active in the ILO/FAO workshop on Child Labour in Fisheries and Aquaculture to generate input for the joint ILO/FAO guidance publication on policy and practice in tackling child labour. The IOE also was the leading employer voice at the Uzbek Cotton Multi-Stakeholder Meeting held in Brussels, which discussed the need to end the use of forced labour in Uzbekistan's cotton fields.

In May, the Dutch government and the ILO organized the Global Conference on Child Labour in The Hague which brought together 450 delegates from 80 countries with the aim of agreeing on a Roadmap to substantially increase global efforts to eliminate the worst forms of child labour by 2016. The IOE coordinated and led some forty participating employers, and ensured that the concluding document of this global conference took fully into account the perspective of employers.

## Ensuring Freedom of Association

The IOE's primary means of promoting and upholding the principle of freedom of association remains ensuring that the Governing Body Committee on Freedom of Association (CFA) is relevant to employers.

The IOE sees as one of its key responsibilities to stand up for employers' organizations that do not fully enjoy their right to freedom of association by providing assistance, guidance and support in all regions. During 2010, such support was extended to all members who were directly or indirectly related to the almost 100 cases considered by the CFA.



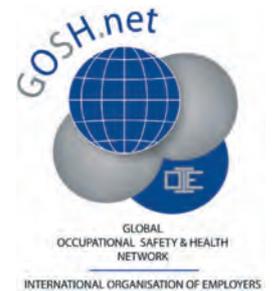
*T. Parkhouse, Namibia, Employer Panelist at the World Day against Child Labour, ILC Geneva*

# Healthy Workers, Safer Workplaces

Maintaining its commitment to influence and support international efforts in OSH promotion and accident prevention policies, the IOE continued to be regularly involved in major international debates and to develop its occupational safety and health network, and range of related publications, to guide members in their efforts.



GOSH Meeting, Madrid



## GOSH

Launched in 2009, GOSH realized its commitment to hold two successful meetings in 2010 to further its mission to create and promote safer workplaces.

Following on from the Geneva and London meetings in 2009, GOSH took its message again to London where BAE Systems hosted the meeting in February and discussed the WHO healthy workplace initiative, public reporting of OSH and CSR activities, and the global unions' OSH agenda at international level.

GOSH's second meeting in 2010 was hosted by the Royal Bank of Scotland in Edinburgh at the end of September, with an agenda focusing on behavioural safety programmes and their contribution to overall occupational safety and health performance, and the implementation of health and wellbeing programmes in the development of resilient companies and their employees.

Members continue to appreciate GOSH as a forum for sharing information about latest global developments and experiences of best practice.

To complement its meetings, the IOE has published a range of employer guides around several OSH themes, including making the business case for OSH investment, and assessing and managing the risk of violence to staff.

The IOE GOSH network provides us with a great opportunity to share experiences, ideas, learning and best practice with like-minded professionals from global organisations.

Susan Tannahill, Manager Group Health and Safety,  
The Royal Bank of Scotland Group

## Climate Change and its Impact on Employment

Involvement in key debates at international level, monitoring developments and reporting to members on the impact on business and employment of climate change remained an ongoing area of focus for the IOE during 2010.

In June, the IOE provided the international business perspective in the debate on green jobs at a seminar held in Brussels and organized by BUSINESSEUROPE and the ETUC. IOE experts gave their input at a workshop validating the findings of a joint ILO/European Centre for the Development of Vocational Training (CEDEFOP) project in a total of 21 countries on skills for green jobs, looking in particular at new and changing occupations and skills, as well as the identification of retraining needs as a result of green restructuring of the labour market.

In July, the IOE represented employers at the final stakeholder consultation workshop of the United Nations Environment Programme (UNEP) Global Green Economy Report. The preview looks beyond green responses to the financial and economic crisis and makes a case for investing in specific environmentally significant sectors such as manufacturing, tourism, waste management, agriculture, to name but a few, as a medium and long-term economic strategy.

In 2010, the IOE continued to collaborate with both BIAC and the ICC in this area, attending the BIAC environment committee meeting in October to provide the employment and social perspective, and liaising with the ICC to identify points of convergence between international business representative organizations in the run up to the December round of the United Nations Framework Convention on climate Change and the Kyoto Protocol, COP16/CMP6 held in Cancun.



# Working for Business at all Levels

International

## INTERNATIONAL LABOUR ORGANIZATION

The core of the IOE's programme of work lies in supporting and guiding the employer constituency – the Employers' Group - in the International Labour Organization, in the debates and discussions of the Committees of the Governing Body and in the International Labour Conference.

During 2010, the IOE focused in the ILO on promoting the implementation and follow-up of the Global Jobs Pact, to steering debates on the transition from crisis to recovery, engaging in the social protection discussions and in all issues affecting sustainable enterprises and employment.

### International Labour Standards

International labour standards (ILS) are one means by which the ILO achieves its objectives and this therefore represents an important area of activity for the IOE. During 2010, IOE legal experts worked with their ACT/EMP counterparts, member federations and other legal experts from various regions on the elaboration of a toolkit for employers explaining the implications of these ILO instruments, with the aim of better equipping employers and their representative organizations for their lobbying activities at national level. The toolkit will be made available to members electronically during 2011 and will be updated on an ongoing basis as required.

### The Bureau for Employers' Activities in the ILO (ACT/EMP)

The IOE's work in the ILO is conducted in conjunction with ACT/EMP which shares the IOE's goal of strengthening employers' organizations around the world, enhancing their key role in shaping an environment conducive to competitive and sustainable enterprises.

In 2010, the IOE and ACT/EMP worked closely on the elaboration and implementation of regional work programmes, as well as many meetings for members in Geneva, and around the globe. (As described in the regional section of this report.)



### The Programme for Employers' Activities at the ILO Turin Centre

In recognition of the crucial role of training of employers' organizations, with ACT/EMP, the IOE also continued its work with the Turin Centre which offers training and experience-sharing opportunities to employers' organizations and business across a range of workplace issues. This translates into stronger organizations that can more effectively participate in advancing employers' interests in setting national agendas, as well as in consultations involving social dialogue.

### ILO Governing Body (GB)

A major theme of the ILO GB discussions in 2010 was governance, and the role and function of the GB. In November 2009, the Employers' Group had proposed reform that would enable the GB to focus its work on real policy formulation and implementation, as well as oversight.

During 2010, considerable progress was made in building consensus around the need for reform, looking at two options; one that preserves the committee structure of the current system, and the second which promotes fundamental change. Despite the Workers favouring an approach that would not bring the more substantial reform proposed by the Employers' Group, progress was made at the November 2010 session in an agreement being reached for the Office to draw up a road map for reform that would be explored at the March 2011 session.



*Employers' Group Meeting, ILO Governing Body*

## INTERNATIONAL LABOUR ORGANIZATION

### 2010 International Labour Conference

A prime responsibility of the IOE is to provide substantial support and guidance to the Employers' Group at the International Labour Conference in steering and communicating the business message in all relevant debates.

The 2010 ILC saw the conclusion of the discussion on the stand-alone Recommendation on HIV/AIDS which produced a useable text for employers in their efforts to combat HIV/AIDS in the workplace, while guiding governments and other organisations in defining their roles and responsibilities in addressing this issue at national level. The workplace will play an important role in providing information about access to prevention, treatment, care and support where HIV/AIDS is concerned.

The IOE also supported employers during the first round of the two-year discussion to adopt an instrument to provide better protection for domestic workers. This support was followed up with a detailed IOE response to the proposed Convention (supplemented by a Recommendation) and disseminated to members in October 2010 to ensure optimal preparation for the debate to come in 2011 and a positive outcome for employers.



*K. Obath, Kenya, Employer Spokesperson, Committee on HIV/AIDS and the World of Work, International Labour Conference*



*N. Powell, Haiti, Employer Vice-President, International Labour Conference*

The Global Report, presented at the ILC to provide a dynamic global picture of each of the four fundamental principles and rights at work as laid out in the 1998 Declaration reviewed in 2010 the principle of the effective abolition of child labour. This provided the Employers' Group with an opportunity to further express their support for the Declaration and employer delegates were able to present their successful national experiences of their fight against child labour. Employers now hope that new modalities adopted by the 2010 Conference on the follow-up procedures of the Declaration will enhance these discussions going forward, as well as assist in identifying areas for technical cooperation.



*High-level panel : the role of productive employment and social protection in realizing internationally agreed development goals and the MDGs*



*Opening session of the 99th International Labour Conference*

As a follow-up to the Social Justice Declaration of 2008, the 2010 ILC looked at the contribution that employment policies can make to social justice for a fair globalization. The IOE supported the Employers' Group in having a range of important points acknowledged in the conclusions such as the central importance of investment and sustainable enterprises for job creation; the importance of a supportive regulatory environment for job creation; the need for the Office to be more responsive to new and changing forms of work, and for more extensive peer review and rigour in the ILO's work.

## OTHER INTERNATIONAL AGENCIES



### United Nations Global Compact

There was a strong IOE presence at the Global Compact Leaders' Summit held in New York in June to mark the 10th anniversary of the initiative's launch, with IOE President, Wiseman Nkuhlu, and Secretary-General, Antonio Peñalosa, both playing important roles.

The Summit, which brought together 1,500 leaders from the world of business, government, civil society and academia, provided a platform for business to convene, collaborate and commit to building a new era of sustainability. The President was one of six distinguished panelists in the discussion on "Leading the Change" where he promoted the business perspective, and Mr Peñalosa chaired the Labour Working Group discussion on implementing labour practices in times of crisis. A major focus of the Global Compact going forward is to incorporate SMEs, which are largely absent from the signatories, the target being to have 20,000 signed up by 2020.

The IOE was also involved in the launch of the Global Compact in Zimbabwe, where both IOE President and Secretary-General underlined the importance of the Compact's principles. The private sector commitment to the Compact and that expressed by Zimbabwe's Prime Minister and Ministers of Planning and Labour were very positive.

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

During 2010, the IOE intensified its work with UN OHCHR, holding meetings to identify the human rights bodies and mechanisms that are best suited to defend business interests, and prevent abuses and violations of employers' rights. The IOE also held meetings with members when necessary to identify the most effective strategy to be used at international level to best defend the interests of the private sector in countries where it is under threat.



### The World Bank

The IOE played a major role at the World Bank high-level conference held in Brussels in November on Strengthening Responsible Business and Governance in Africa. In his keynote speech to an audience which included representatives of multinational enterprises with investments in Africa, Professor Wiseman Nkuhlu reaffirmed the IOE's commitment to partner with the World Bank and other institutions to promote responsible business and governance. A key outcome of the meeting was the launch of the African Responsible Business Network which will coordinate efforts in this area, with the IOE and the Pan-African Employers' Confederation acting as its focal point.

The World Bank was an IOE partner at the follow-up meeting which was held in December in Mauritius (more in the Africa section of this report).

2011 will see the IOE and the World Bank looking to further strengthen and formalize its collaborative relationship in developing practical solutions to fighting corruption.

World Bank consultative working group meetings, in which the IOE participated in 2009, continued in 2010 to define the future role and form of employing workers indicators used in the Doing Business series of reports. Throughout the process, the IOE has advocated a cogent and consistent approach which, whilst accommodating some changes to the existing methodology, aims to ensure that the reports retain their utility and relevance in international policy making, as well as their focus on the negative impacts of labour costs and operational inflexibility occasioned by unbalanced and archaic regulation extant in some countries.

## OTHER INTERNATIONAL AGENCIES

### United Nations Environment Programme (UNEP)

As an acknowledged partner, the IOE continued to be engaged in UNEP's Green Economy Initiative, bringing employer visibility and input to all facets of its work. The initiative engaged the IOE in 2010 in the preparation of the Green Economy Report which aims to analyse the macroeconomic, sustainability and poverty reduction implications of green investment in a range of sectors and provide guidelines for policies that catalyse increased investment. In its contribution, the IOE aimed to ensure that the final report (to be published in early 2011) reflected the social and employment implications of increased environmental investment and that these were appreciated by decision makers and business leaders.



### The World Health Organisation (WHO)

The IOE continued to work with the WHO in promoting the implementation of the Global Plan of Action on Workers' Health by providing input into WHO meetings in line with employers' needs. In advancing this initiative, the IOE was able to draw on the perspectives of its GOSH members in garnering employer input.

The important workplace issue of HIV/Aids and tuberculosis was also an area where the IOE contributed to WHO work, specifically in the development of WHO/ILO guidelines at a workshop held in July. These guidelines focus on improving health workers' access to prevention, treatment and care, as well as support services.

For the past two years, the IOE has been involved in the development and launch of the WHO's Healthy Workplace Project document: *Healthy workplaces: a model for action*. This ongoing work will proceed to the global consultation phase in 2011.



### United Nations Conference on Trade and Development (UNCTAD)

During 2010, the IOE continued to follow closely the work of UNCTAD particularly in the area of its mandate that relates to providing technical assistance to the specific requirements of developing countries, with special attention to the needs of the least developed countries (LDCs) and of economies in transition.



IOM International Organization for Migration

### International Organization on Migration (IOM)

The IOE's work with the IOM during the year took place within the framework of the International Dialogue on Migration which provides an opportunity for governments, inter-governmental and non-governmental organizations to discuss migration policy issues, in order to explore and study areas of common interest and how to join efforts in addressing them.

The IOM opened the door to the IOE because employers are a major stakeholder in international labour migration and are acutely aware of labour market needs. As a member of the Business Advisory Board set up by the IOM Director General, the IOE helps to channel business input into the work of the organization. Discussions in 2010 focused more on the impact of the global financial and economic crisis on migration trends. The IOE was also invited to preparatory meetings of the Global Forum on Migration and Development that took place in Mexico. The initiative set up by the UN examines the growing link between migration and development.

# Regional

## AFRICA



The IOE's strong partnership with the Pan-African Employers' Confederation (PEC), the ILO's Regional Office for Africa and its 43 members in the region made possible several important meetings to discuss both regional and global issues and challenges, and to formulate and communicate the message of the African private sector to global debates.

### Contribution of the African Private Sector to the G20

Delegates from all over Africa met at the African Employers' Conference jointly organized by the IOE, the ILO, PEC and Business Unity South Africa (BUSAs), in Johannesburg in April for two days of panel discussions and interactive debates which concluded a Declaration encouraging the IOE to further build on its partnerships with the African Development Bank, the ILO and other relevant institutions to promote employment and strengthen sustainable enterprise in Africa.



A. Peñalosa (IOE), M. Mdladlana, Minister of Labour of South Africa, A. Jeetun (MEF), W. Nkuhlu (IOE)

Speaking at the closing ceremony, IOE President Wiseman Nkuhlu commended the Declaration and called for a programme dedicated to the key areas of promoting growth and productivity, as well as skills development. The Declaration was subsequently conveyed to the G20 Labour Ministers at their summit in Washington in April as the contribution of the African private sector to the G20 debates

"The World Bank Institute fully supports its collaboration with the IOE and PEC in order to foster sustainable and equitable business-led social and economic development throughout the continent."

D. Petkoski, the World Bank Institute



## AFRICA

### Promoting Regional Integration

In February, the IOE delivered a message on regional integration and why it is good for business at an IOE/PEC/Federation of Uganda Employers seminar.

The 50th anniversary of the Association of Tanzania Employers continued to focus on this theme and the IOE was again invited to deliver a message emphasizing the positive impact on business of regional integration.

As a number of African countries celebrated their 50th anniversary, the Employers' Federation of Mali (CNPM) hosted a sub-regional meeting on how to boost private sector development in West Africa, with regional integration again playing an important role, together with SME development. For the CNPM this was also the occasion to inaugurate their new headquarters and the IOE was pleased to fully support and participate in this event.

### Capacity Building in West Africa

The IOE was also actively involved in the General Assembly of the Federation of West African Employers' Organizations (FOPA) in Abidjan in September which included the launch of its capacity building project made possible by a 1.5 million euros grant from the European Union's ACP-EU Proinvest programme. The project will entail training, technical assistance and sub-regional networking for the 16-member Federation, enhancing its role in private sector development in the region as well as promoting public/private dialogue and enabling value-added services to member enterprises.



*Inauguration of the new CNPM Headquarters (Mali)*

### Social Protection Floor Debate in Cameroon

Yaoundé, Cameroon was the location for the 2nd African Decent Work Symposium on building a social protection floor which was held in October and attended by Labour Ministers and social partners from around Africa.

President Nkuhlu represented the IOE at this high-level event and, whilst expressing support for a social protection floor, voiced employer concerns over affordability, the push for an international standard, the tendency in some quarters to apply a one-size-fits-all solution regardless of national contexts and the potential impact on taxes.

### Roadmap for increasing the Capacity of Employers' Organisations

The IOE together with PEC organized a meeting in Mauritius in December, hosted by the two organizations together with the ILO, the World Bank and the African Development Bank. The Confederation launched a roadmap aimed at strengthening the regional employers' body to meet the development challenges of the African continent and in response to the growing interest in Africa as a location for foreign direct investment. Implementation of the Global Jobs Pact, the Johannesburg Declaration and strengthening responsible business and governance in Africa in collaboration with the World Bank Institute were also explored.



*F. Muia, B. Nacoulma, J. Mugo, M. Mdwaba, M. Megateli, F. Awassi, O. Oshinowo*



## AMERICAS

One of the IOE's key roles in this region continued to be defending the free market economy and standing up for employers' rights through increased advocacy and support to members.



*J. Mailhos, CNCS, Uruguay, American Regional Meeting*

### Annual Meeting of the Presidents of Ibero-American Employers' Organisations

The IOE coordinated and organized the Meeting of the Presidents of Ibero-American Employers' Organisations in Buenos Aires for which the agenda included the evolution of the political framework in the region and its impact on private enterprise; proposals for achieving the reduction of the informal economy in Latin America; and the regional strategy of employers' organisations with regard to the Organisation of American States (OAS) and the ILO.

Following up on its 2009 meeting in Lisbon, a project to strengthen communications capacity was presented and explored. The Buenos Aires Declaration was conveyed to the relevant Heads of State and media in Latin America, Spain and Portugal.

Importantly, the meeting also adopted a Resolution decrying the attacks on the private sector in Venezuela, in which the violence constantly being perpetrated upon the employers' organization FEDECAMARAS and its leaders was particularly condemned.

### 17th American Regional Meeting

Santiago de Chile was the location for the 17th American Regional Meeting in December, attended by delegations from more than 30 countries including the President of Chile and the Vice-President of Colombia.

The IOE's Executive Vice-President Daniel Funes de Rioja highlighted in the message he delivered to the meeting the importance of a free market economy, the outstanding role played by private enterprise in employment creation, and the need for the right conditions to be created for sustainable enterprise to thrive. The discussions provided a clear mandate for the ILO's technical cooperation activities in the region to develop as a matter of priority a sustainable enterprise programme.



*MP. Anzorreguy, M. Terán, S. Welzijn, A. Linero, D. Lima Godoy, D. Funes de Rioja, A. Muñoz, A. Echavarría, P. Woolford*

## AMERICAS

### Organisation of American States (OAS)

As coordinator of the Business Technical Advisory Committee on Labour Matters (CEATAL), the IOE increased support, consisting of guidance and input for presentations, for the participation of members in OAS-CEATAL activities. A CEATAL newsletter was created by the IOE in 2010 which is currently being sent to members directly and will be posted on the new design IOE website when it is up and running in early 2011.

During the 40th OAS General Assembly in Lima in June, entitled “Promoting Peace, Cooperation and Security in the Americas”, CEATAL played a prominent role once again by highlighting that one of the most important factors contributing to stable and peaceful societies was the creation of sustainable productive employment. The role of micro, small and medium-sized enterprises was cited as particularly crucial in creating such employment.

### ILGO's 25th Anniversary

The Americas regional training course to develop skills in management and leadership of employers' organizations, ILGO (Instituto Latinoamericano para la Gerencia Organizacional) celebrated its 25th anniversary in 2010 at a special event in Costa Rica in October.

Nearly 1,000 employers' organisation managers have benefited from the training programme during its 25-year history. The IOE participated in the organization and delivery of the anniversary course, with Secretary-General Antonio Peñalosa addressing the subject of the future of employers' organizations in the region.

### The Caribbean

Wide IOE support was extended to the member in Haiti, the Association of Industries of Haiti (ADIH), in the aftermath of the earthquake that struck in January 2010. The experiences of employers' organizations in other countries that had suffered natural disasters were solicited in the hope of providing reconstruction planning assistance. The Employers' Group was proud to have Ms Norma Powell, Vice-President of ADIH, as its Vice-President at the 2010 International Labour Conference.





*S. Barklamb, H. Liu, B.P. Pant, A. Ramadass, K. Mattar, H. Matsui, Y. Modi, K. Rahman, L. Chen*

## ASIA

During 2010, Asian economies largely accelerated away from the economic crisis and again led the world in terms of growth and other economic and labour market indicators. Throughout its economic and labour market work during 2010, particularly in the various forums of the ILO, the IOE stressed the diversity of global circumstances and the positive economic and labour market performance of Asia in particular. The IOE has been very mindful that ongoing difficulties in some European and North American economies and labour markets not dominate global debate to the exclusion of positive examples from Asia.

### G20

Seven of the 19 individual national members of the G20 come from the Asian region, including three of the world's top four most populous nations. The IOE continued to actively seek to influence the work of the G20, including in relation to the leaders' meeting in Seoul in November 2010. The Seoul leaders' conclusions and their historic Seoul Development Consensus for Shared Growth paid substantial, and very welcome, recognition of the role of the private sector in innovation, development knowledge, technology development and job creation.

### Asian Regional Meeting

A number of planned IOE activities in the Asian region centred on the ILO's Asia Pacific Regional Meeting. Due to the postponement of the meeting from October 2010 to April 2011, key IOE representation of members in the Asian region will now be focussed on the first half of 2011. This will include substantial work with Asia-based IOE members on articulating their priorities for the work of the ILO in encouraging employment, productivity and growth.

Enhanced cooperation and support for the functioning of regional employer forums, the Confederation of Asia Pacific Employers (CAPE) and the ASEAN Confederation of Employers (ACE), commenced, and will be accelerated during 2011.

### ASEM – Labour and Employment Ministers' Meeting

The Asia-Europe Meeting (ASEM) provides a forum for dialogue between Europe and Asia. Combined, ASEM members represent around 58% of the world's population, half of global GDP and more than 60% of international commerce. The IOE coordinates the Asian employer participants in ASEM labour and social policy dialogues.

In September 2010, the French government organized an ASEM conference in Nice on the social protection floor where the IOE and BUSINESSSEUROPE were invited to present the business perspective. New Asian members Australia and New Zealand joined the ASEM meeting for the first time.

In December, the ASEM Social Partners' Forum preceded the 3rd ASEM Labour & Employment Ministers' Meeting in Leiden, the Netherlands. Representatives from IOE member federations in Australia, Korea and Malaysia gave presentations to the forum on skills and productivity, and sustainable growth. The Ministers' statement at the conclusion of the summit acknowledged the constructive role of the social partners in the crisis recovery process.



### The SCORE Programme in Asia

This ILO programme is geared towards sustaining competitive and responsible enterprises. It is jointly sponsored by the Swiss State Secretariat for Economic Affairs and the Norwegian Agency for Development Cooperation.

The IOE is a member of the Global Tripartite Advisory Committee responsible for the oversight of the SCORE Programme. Also on the Advisory Committee are the ILO (Chair), the Swiss Government (SECO), the Norwegian Government (NORAD), and the International Trade Union Confederation (ITUC).

In the Asian region, the SCORE programme is currently working in Viet Nam, China and Indonesia. The IOE is seeking to work directly with members in the nations covered by the SCORE project to support their participation and partnership with the ILO, the UNIDO and other UN agencies.



*K. Rahman, IOE Vice-President, Asia*

### IOE Mission to Asia in December

The IOE had an opportunity in 2010 to meet personally with representatives of members in Bangladesh, Malaysia and India at their federation headquarters to receive feedback on its work in the region and to provide a forum for organisations to communicate their changing needs and priorities for IOE, and also ILO, work planning for the coming year. The IOE's senior adviser for Asia also met with ACT/EMP in New Delhi for discussions on joint efforts to enhance the capacity of employers' organizations in the region.

The Asia mission in 2010 included Bangladesh, the home of the IOE's Vice-President for Asia, Mr Kamran Rahman, where discussions were held around the difficulties being experienced in sustaining harmonious collective bargaining. Also under discussion was the possible extension of the ILO-IFC's Better Work initiative into Bangladesh, given the importance of its garment manufacturing sector.

As a member of the G20, India's employer association (the Employers' Federation of India) was briefed on IOE engagement in the G20 process. Reform of Indian labour legislation was also high on the agenda.

A key area of interest for India's Standing Conference of Public Enterprises (SCOPE) is corporate governance and the IOE had the opportunity to address some 80 leaders from the Indian public sector and government trading enterprises at the 6th SCOPE CONCLAVE on the subject, also addressing the important issue of corporate social responsibility.

In Malaysia, and the home of IOE President Elect, Dato' Azman, the IOE talked about corporate social responsibility, the G20 and globalisation. The Malaysian Employers' Federation had particular input on the CSR issues in which the IOE is involved, including ISO 26000 and the mandate of Professor Ruggie.



## EUROPE

Transitioning from economic downturn to recovery remained at the heart of international debates in 2010, with Europe being heavily represented at the G20 level by the European Union as a whole, and France, Germany, Italy, the Russian Federation, Turkey and the United Kingdom individually. Much of the work to bring the business input to the G20 in Washington, discussed elsewhere in this report, had a direct impact on work with European members whose views were canvassed and brought to the G20 labour ministerial in April.

While there were optimistic signs in some European economies during 2010, others were still facing high unemployment and debt crises, impacting on public expenditure and economic growth. In addition, demographic challenges are becoming increasingly important in all European countries.

### 48th Annual Meeting of European Members in Malta

The 48th Annual Meeting, chaired by the IOE Regional Vice-President for Europe, Ms Renate Hornung-Draus, was hosted in September by the Maltese Employers' Association. It brought together more than 50 participants from 30 European member federations. Given the continuing impact of the crisis on European economies, the important role of social dialogue in employment recovery was stressed during the meeting.

European members had the opportunity to exchange views and explore solutions to demographic challenges with a view to maintaining productivity and workforce levels, as were a range of responsive policy measures that are pro-birth, support lifelong learning, R&D and investment, labour migration, women and seniors in the workplace, and flexicurity.

The meeting welcomed two special guests: IOE Executive Vice-President Daniel Funes de Rioja, who presented the new challenges facing the ILO – this input will be used to update the Employers' Vision of the ILO in 2011 – and the new ILO Regional Director for Europe and Central Asia, Ms Susanne Hoffmann, who addressed, inter alia, the implementation of the Global Jobs Pact in Europe with special reference to Bulgaria and the Ukraine, the development of Public Private Partnerships (PPPs) within the ILO, especially with European companies. Ms Hoffmann was also the special guest of the European session of the IOE General Council in June where she presented ILO activities in Europe.



*A. Moore, J. Ronnest, R. Hornung-Draus, E. Oechslin, E. Julien*



*The IOE Secretary-General meets the President of Bulgaria, H.E. Mr. G. Parvanov*

## EUROPE

### Activities in the Balkans

The IOE also participated in activities organized by the Adriatic Region Employers' Centre (AREC) which was created as a result of an IOE project. The IOE attended in particular the AREC/ILO Sub-Regional Meeting for the Balkans, contributing to the discussion on business challenges in the face of the crisis. Also in this region, the IOE continued promotion of the anti-corruption agenda by disseminating its Employers' Guide which has been translated into Croatian.

### Eastern Partnership

The IOE is a member of the Eastern Partnership Forum which brings together stakeholders in the six European countries covered by the EU neighbourhood policy. A project to strengthen employers' organizations in this region is under discussion with BUSINESSEUROPE and German employers. The IOE also participated in a tripartite meeting in Odessa on employment promotion in these countries.



*K. De Meester, FEB, Belgium, OSH Spokesperson*

### Council of Europe

2010 saw the IOE's enhanced visibility in the Council of Europe with active participation in the Governmental Committee of the European Social Charter in both May and October, with specific assistance to member federations as necessary. This year saw the IOE extend full support to the Belgian Employers' Federation in the collective complaint brought against the Government of Belgium by European and national trade unions.

*"As the President of the Employers of Poland, I recognize the International Organisation of Employers as the major international cooperation forum between employers from all over the world. Working on common standards and representing the interests of business, the IOE sets the benchmark for a favorable, friendly environment for entrepreneurs. Helping countries in transition to develop market economy and grown up economies to create jobs, the International Organisation of Employers gives the opportunity for the employers to exchange valuable experience."*

*Mr A. Malinowski, President, Employers of Poland*

# Sectoral

## SECTORAL ACTIVITIES

In 2007, the ILO adopted a new approach to the treatment of sectoral activities and there are now several formats for sectoral engagement leading to enhanced outcomes. These range from tripartite meetings, meetings of experts, global dialogue forums through to national action programmes. In all areas, the IOE coordinates the employer participation and, where a sector has no formal representative association, the IOE ensures that the sector is represented in the selected set-up by an employer expert in the field.

Employer proposals for the sectoral agenda in the 2010 – 2011 biennium received top priority, including the forum for the tourism sector outlined below. Additional employer priorities featuring on the agenda were the needs of older workers in relation to changing work processes and the working environment in retail commerce, as well as the role of private employment agencies in promoting decent work and improving the functioning of labour markets in the private services sector.

During 2010, the IOE was involved in the design of the ILO's Sectoral Activities Programme for 2012 – 2013 and the proposals of members were solicited in April to provide input for advocacy for advisory body meetings in September/October. Accepted proposals include a Global Dialogue Forum on Initiatives to promote decent and productive work in the chemical industry and for research on the impact of the implementation of the Private Employment Agencies Convention 181.

To assist members in understanding and taking advantage of ILO sectoral activities, the IOE prepared a new Employers' Guide which will be posted on the IOE website and disseminated to sectoral meeting participants as appropriate. Of particular note in 2010 were the following sectoral activities.

### Hotel, Restaurant and Tourism Sector

As part of its longstanding sectoral support programme, the IOE worked with employers in the hotel, restaurant and tourism sector, to prepare and participate in a Global Dialogue Forum on New Developments and Challenges in the Hospitality and Tourism Sector and their Impact on Employment, Human Resources Development and Industrial Relations. New concepts include medical and wellness tourism, boutique hotels, temporary rental apartments, to name but a few, and agreement was reached in the meeting to have these new areas included in legislation and regulation covering conventional forms of tourism.

### Maritime and Fishing Sector

The IOE also participated in the ILO Tripartite Sub-regional seminar in Cotonou (Benin) in July to present the employers' perspective on the new ILO instruments governing the maritime and fishing sectors, the Maritime Labour Convention (MLC) and Conventions 185 (Seafarers' Identity Documents) and 188 (Work in Fishing). The aim was to raise awareness among participants from Benin, Côte d'Ivoire, Guinea-Bissau and Togo.

### The Agricultural Sector

The Meeting of Experts in October to adopt a Code of Practice on Safety and Health in Agriculture was also on the ILO's sectoral activity calendar in 2010, where guidance was provided to employers for successful negotiations of the code which was adopted by the Experts and is set to be adopted by the Governing Body in March 2011.

# IOE Bodies

## General Council

The General Council is the principal governance body of the IOE. Meeting once a year, under the chairship of the IOE President, the Council brings together representatives of the IOE's employer organization members to take decisions proposed by the Management Board.

As 2010 was an election year for the Board, the second session of the General Council on 8 June saw the re-election of the current members, as well as the election to Regional Vice-President for Asia of Mr Kamran Rahman of the Bangladesh Employers' Federation. To allow for President Nkuhlu to oversee the completion of the IOE Review, on 1 June the General Council approved the Management Board's proposal to extend the President's mandate for one year, and to elect Dato' Azman, current President of the Malaysian Employers' Federation, as President Elect, to begin his two-year mandate as President on 31 May 2011.

The General Council is also the forum for the formal adoption of IOE policy positions, of the organisation's budget and accounts, of its annual work plan and the election of its officers. Members also enjoy the opportunity to exchange views on national issues and experiences.

High on the agenda of the morning session on 1 June was the presentation by IOE President Nkuhlu, followed by an open discussion, on the Review of the IOE's priorities, structure and organisation which had been undertaken in response to meeting the challenges of the crisis.

One outcome of the review was the proposal for the creation of a Finance Committee and a Remuneration & Nominations Committee. The General Council endorsed this proposal as well as one for a Policy Positions Working Group. Although subscription rates had been reduced for 2010, the review led to the streamlining of operations within the Secretariat to maintain the high level of service expected by Members.



*Meeting of the IOE General Council*

For the first time, in 2010 the afternoon session of the General Council provided an occasion for IOE members to meet for region-specific discussions led by the Regional Vice-President, supported by an appointed Senior Adviser from the IOE Secretariat. These discussions acknowledged the range of needs and varying contexts in which IOE members operate in the light of the ongoing economic crisis and having better co-ordinated delivery.

## Management Board

The IOE Management Board is composed of elected and co-opted representatives of the IOE's membership, with due regard to achieving a geographical balance, reflecting the global nature of the organization.

2010 saw the re-election of the current board members as well as the election to Regional Vice-President for Asia of Mr Kamran Rahman of the Bangladesh Employers' Federation.

Sessions of the Board are held in Geneva three times a year, in March, June and November, to coincide with the sessions of the ILO Governing Body and International Labour Conference. Management Board responsibilities include ensuring that the objectives of the IOE and the decisions of the General Council are implemented and that the organization functions properly and effectively in line with its mandate.



*Dato' Azman Shah Dato' Seri Haron, IOE President Elect*

### MANAGEMENT BOARD MEMBERS

#### President

Wiseman NKUHLU (*South Africa*)

#### President Elect

Dato' AZMAN SHAH DATO' SERI HARON (*Malaysia*)

#### 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)

Kamran RAHMAN (*Bangladesh*)

#### Vice-President (Europe)

Renate HORNUNG-DRAUS (*Germany*)

#### Treasurer

José María LACASA ASO (*Spain*)

#### Special Adviser to the Board

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 TRAORÉ (*Mali*)

Luis Carlos VILLEGAS (*Colombia*)

## MEMBER FEDERATIONS (01/01/2011)

### 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

### AMERICAS (33)

Antigua and Barbuda Employers' Federation / Unión Industrial Argentina / Aruba Trade and Industry Association / 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 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 (43)

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-BUSINESSHUNGARY / National Association of Employers and Entrepreneurs / 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 / Employers of Poland / 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



A. Espejo



M. Megevand



B. Gimbal



A. Chentouf



J. Cañoto Senehi



M. Depierre



V. Gugl



AM. Angarita



M. Flores



J. Wade

## Secretariat (01/01/2011)

Secretary-General  
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Deputy Secretary-General  
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