The IOE is the largest network of the private sector in the world, with a membership of 158 employers’ organisations and the support of many business and organisation partners. It is the global voice of business for labour and social policy matters at the international level.

BETWEEN JUNE 2016 AND MAY 2017 WE VISITED OUR MEMBERS IN NEARLY 40 COUNTRIES.
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Building partnerships to strengthen the global voice of business

As my presidency of the IOE comes to an end on 4 June, allow me to take a few moments to reflect on the development of the IOE as the global voice of business in international labour and social policy debate during this three-year period.

In his outgoing remarks to the 2014 General Council, my predecessor, Tan Sri Dato’ Azman of Malaysia, urged the IOE to “harness the power of partnerships”, both within and beyond our own global employer community. This appeal recognised that there are increasing areas of discussion where the global voice of business must be heard, and that there is much to be gained by growing our representativity, as well as building alliances with other organisations that share our vision for an enabling environment for sustainable enterprises and inclusive job-rich growth.

We have responded to this call. I am proud to report that our membership has grown from 152 employers’ organisations in 2014 to 158 today and that we now have affiliates in 146 countries. Furthermore, your decision at the 2013 General Council to embrace formal partnerships with other organisations, including private sector enterprises, has borne fruit and the number of partners contributing to our work, both financially and by sharing expertise and experience, has more than doubled in the past three years.

We have also cultivated a closer relationship with the European Union, which has provided additional means to strengthen member advocacy for an enabling environment for business in line with the 2030 Agenda for Sustainable Development; to promote responsible business conduct; and to deliberate further on our collective response to the Future of Work debate taking place within the International Labour Organization and elsewhere. Collaboration with the European Union also means a seat at the table to input international development policy and programmes.

Our partnership with the Global Forum on Migration and Development (GFMD) means we have an effective mechanism, hosted by the IOE, for contributing the voice of business to the international skills mobility debate at the highest level, and our strong engagement with the Global Apprenticeships Network (GAN) and the Jobs for Africa Foundation, among others, provides additional channels for sharing private sector recommendations for tackling the critical issue of youth unemployment and ensuring skills meet the needs of business going forward.

When we have contributed the business recommendations to the G20’s employment work stream - in Turkey, China and Germany during my presidency - we have done so as a diverse team of employer representatives and with strong partners that include BIAC, ICC, and Deloitte.

As I hand over the presidency to my successor, I want to thank the Management Board for their invaluable support in helping me to guide the organisation through this period of growth, as well as the IOE Secretariat whose tireless efforts, as you can see throughout this annual report, have been pivotal to this success.

Daniel Funes de Rioja
President
You will see from this report, which provides an overview of our activities and outcomes between June 2016 and May 2017, that we have contributed to an increasing number of meetings throughout the year, both on your behalf and at your side, in various international forums, United Nations agencies, including the International Labour Office, as well as in representations to government ministries and to intergovernmental processes.

As Daniel has outlined in his foreword, IOE membership continues to grow, as does the strong support we are receiving from our existing members and partners. This is crucial; we need to continue to have our voice heard loud and clear if we, as the global business community, are to successfully meet the challenges, and take advantage of the opportunities, arising from unprecedented transformation in the world of work and growing global dependencies.

We must exploit the power of our network of IOE members, partners and like-minded organisations to amplify our recommendations to policymakers for an enabling environment for business, large and small, across a range of areas. The conditions for sustainable enterprise creation and development are shaped by a multitude of factors, instruments and frameworks. They address business and human rights, global supply chains, entrepreneurship, industrial relations, informality, international labour migration, diversity and specifically women’s economic empowerment, forced and child labour, skills development, youth employment, the achievement of the sustainable development goals, the Future of Work and more. We must continue to advocate for business in all of these key areas to ensure an environment that fosters sustainable enterprises, job creation and shared growth.

I want to thank you, members and partners around the world, for your support and to pledge the commitment of the Secretariat to improving our services year on year to the benefit of the global employer and business community. I also want to thank the whole team at the IOE Secretariat, for their expertise, hard work and dedication - only by working together were we able to deliver!

Your comments and feedback on this report are most welcome.

Linda Kromjong
Secretary-General
June

The 105th Session of the International Labour Conference (ILC) ran from 30 May until 10 June. As the secretariat to the Employer constituency, we provided background material, briefings and other guidance in advance of the Conference, as well as full support, including a dedicated website, during the event. More information on content and outcomes may be found in our Strategic Objectives chapter.

On 6 June, the IOE organised a special panel discussion at UN headquarters in Geneva on Creating Jobs for Youth in Africa – the importance of agricultural transformation.
The event relaunched the Blueprint for Jobs in Africa and highlighted the need for more investment in job-rich sectors, such as agriculture, to create productive employment and decent work. Mr Tarik Choho, CEO of OCP, an official IOE partner and sponsor of the event, called for agriculture to go beyond “just farming” to achieve its full potential, which would be optimised by regional integration to facilitate cross-border trade in agricultural products.

The 3rd Annual IOE Leaders’ Forum on 8 June was dedicated to the Future of Work and gathered key actors from the world of employers’ organisations, businesses, academia, institutions and other international organisations to discuss the challenges and opportunities arising from the evolving employment landscape. More than 100 participants exchanged perspectives and experiences with leaders from Africa, Asia, Europe and the Americas.

The future world of work was imagined as one characterised by technological innovation, disruption and digitalisation; new and diverse forms of employment and recruitment platforms; migration and mobility issues; intense global competition for talent; demographic and sustainability challenges; and increasing informality. The IOE’s Future of Work Taskforce took the contributions on board for the business input to the debates that followed throughout the year in a variety of forums, as well as in drafting the IOE’s *Understanding the Future of Work* publication (February 2017).

The Swiss Employers’ Union (UPS) and Swiss Employers’ Federation of Western Switzerland (FER) hosted a post-forum reception at FER headquarters in Geneva, providing a welcome opportunity for further networking.

The B20 Employment Working Group met in Geneva on 13 June to finalise the employment policy recommendations to the G20 labour ministers under the China presidency in advance on the July meeting in Beijing. The recommendations called for the implementation of programmes and reforms to encourage entrepreneurship and innovation; the removal of structural barriers and the creation of support mechanisms to increase youth employment; incentives to increase female labour force participation; as well as policies to assess and reduce the skills mismatch and workforce capability gap.

Mid-June, we participated in the European Development Days 2016 (EDD 2016) event in Brussels which gathered development community actors to focus on the 2030 Agenda for Sustainable Development. The IOE was the voice of the global employers in the debate and highlighted the key contribution of the private sector in achieving the Sustainable Development Goals.

A regular participant in the meetings of the European Commission Policy Forum on Development (PFD) Task Team, the IOE contributed on 17 June to the review of a study into PFD operations with a view to introducing improvements, thus informing the international development debate and activities with the business perspective.

The IOE’s strong relationship with the International Bar Association’s Global Employment Institute (IBA-GEI) meant that Deputy Secretary-General Roberto Suárez Santos was part of the discussion on future priorities at the IBE-GEI annual meeting in London on 23-24 June.
With addressing the skills mismatch high on the agenda, the IOE provided the employer perspective at a meeting of the European Academy for Taxes, Economics & Law in Berlin, which offered participants a broad overview of measures and tools that institutes of higher education could implement to boost students’ employability, as well as their own cooperation with all the relevant stakeholders.

Meanwhile, the Inter-American Conference of Ministers of Labour (IACML) of the Organisation of American States was meeting in Washington, DC. As coordinator of the Business Technical Advisory Committee on Labour Matters (CEATAL), the IOE was on hand to support the employer input to the discussion on reaching the objectives of the Declaration of Cancun, adopted at the XIX IACML in 2015.

In advance of the two high-level summits to take place alongside the UN General Assembly in September 2016 on Addressing Large Movements of Refugees and Migrants, the IOE continued to prioritise international labour migration and skills mobility by contributing the private sector voice to the OECD-UNHCR Dialogue on Employing Refugees at a meeting in Brussels. For us, this was an occasion to share private sector experiences of the concrete obstacles to employing refugees and to highlight the need for international labour migration policy to align with current realities.

July

In line with ongoing support to sectoral employers’ organisations, the IOE was at the 2016 annual Labour Relations Committee meeting in Geneva of the International Chemical Employers’ Association to provide an update on reforms to the ILO’s Sectoral Activities Programme and to further consolidate our relationship with this important body.

Attentive to developments in the international business and human rights policy environment, we organised a consultation for members and partners with the Chair of the open-ended Intergovernmental Working Group on a binding treaty on business and human rights, H.E. Ms. María Fernanda Espinosa, giving the private sector an opportunity to state their points of view; to learn from the Chair about the status of the process; to discuss next steps; as well as the key issues and themes to be addressed at the second session of the Working Group in October.

With refugees and migrants high on the political agenda, the ILO held a tripartite technical meeting on 5-7 July on the access of refugees and other forcibly displaced persons to the labour market to provide guidance to Member States. The outcome was a clear call for labour ministries to consult with representatives of employers’ and workers’ organisations, to formulate national policy and action plans to ensure the protection of refugees in the labour market in line with international labour standards, and human rights and refugee law. We coordinated and supported the participation of employer representatives from Australia, Bangladesh, Democratic Republic of Congo, Guatemala, Lesotho, Romania and Venezuela.
In ongoing B20/G20 work, the IOE joined forces with longstanding partner BIAC to organise a business event in Beijing, which was sponsored by Deloitte, a multinational professional services company. The business representatives contributed to the B20 Employment Working Group recommendations and met informally with the G20 labour ministers. This was an opportunity to publicise the outcomes of the IOE-BIAC exercise to monitor G20 commitments, and, while it appeared that most governments had followed up on some of those set out in 2014 and 2015 declarations, by and large, and in areas such as the reduction of non-wage labour costs, it emerged that the G20 leaders had fallen short and that measures set out in national employment plans lacked ambition. There was a call for the closer involvement of employers’ organisations in the development and revision of national employment plans for better alignment with labour market realities.

The informal gathering also saw the launch of the IOE-BIAC/ITUC-TUAC joint statement of recommendations to the G20 Labour Ministers advocating that they develop a policy framework for better technology diffusion; resolutely tackle youth unemployment; pursue macro-economic policies that promote employment; make a reality of the 2014 Brisbane target of reducing by 25 per cent the gender gap in employment by 2025; implement the recommendation on informality adopted by the 2015 ILC; and ensure business and labour play a key role in shaping economic and social policy.

Mid-July, the Global Forum on Migration and Development (GFMD) Business Mechanism met, for a second time, in New York. Co-hosted by the IOE and the World Economic Forum Global Agenda Council on Migration, the meeting attracted decision-makers from global businesses, high-level migration policymakers, representatives of business federations and of UN entities, and of civil society more generally. The discussion, which lay the groundwork for the GFMD Business Mechanism position paper to be presented in December during the 2016 GFMD Summit in Dhaka, focussed on strengthening public-private dialogue, and on the business case to rethink labour migration policies and international skills mobility in the...
framework of the GFMD. The conclusions called on the private sector to be more involved in migration issues; on governments to adopt clear, transparent and coherent migration policies that permit movement of skills and economic growth; and on all stakeholders to develop a positive narrative on the impact of international labour migration.

With the promotion of responsible business conduct a priority, we provided the business perspective at the second meeting of the Intergovernmental Working Group on a Binding Treaty on Business & Human Rights in Geneva on 24-28 July with the participation of almost 50 states. There were three IOE-associated panellists: Michael Congiu (Littler), Ariel Meyerstein (US Council for International Business) and Secretary-General, Linda Kromjong.

**August**

In line with the IOE's closer engagement with the European Union (EU), we attended a consultation in Brussels on 29 August to input the discussion on concrete ways for civil society stakeholders to contribute to the successful implementation of the EU's External Investment Plan in Europe and in partner countries. The three-pillared plan includes a European Fund for Sustainable Development, which will combine existing EU blending facilities for Africa and South/East neighbourhood countries and include the provision of guarantees to attract private sector investment, and leverage International Financial Institutions (IFIs) in support of investments; technical assistance to help local authorities and companies develop a higher number of sustainable projects and attract investors; and a range of dedicated thematic, national and regional EU development cooperation programmes combined with structured political dialogue targeted at improving the investment climate and overall policy environment in the countries concerned. We expressed support for the plan as well as keen interest in being involved in its implementation through our extensive network of employer organisation members.

To raise awareness of business participation in the implementation of the Sustainable Development Goals, we launched An IOE Overview of the 2030 Development Agenda: the role of business. The publication draws attention to the distinct role identified for the private sector, particularly in Goal 8, several targets of which promote the enabling environment for business needed for sustainable and successful enterprises that create jobs.

**September**

September saw the IOE play its role as the global voice of business at meetings from Europe, to Asia, to the Middle East and to North and South America.

The culmination of the G20 under China’s presidency was in Hangzhou on 4-5 September. In his address to the leaders, IOE President Daniel Funes de Rioja, Co-chair of the B20 Employment Task Force, reiterated the high expectations of business regarding the G20’s delivery on their commitments. He reminded the Summit of the essential role played by the private sector in the concerted effort for "inclusive and interconnected development", also recalling the value of the IOE-BIAC initiative of the Global Apprenticeships Network (GAN). Mr Funes affirmed the ongoing engagement of business in the G20 process as the presidency transitioned to Germany.
Meanwhile in Geneva, the ILO Tripartite Meeting of Experts to Develop Guidance on Fair Recruitment was taking place. We coordinated and guided the participation of eight employer organisation representatives, as well as two from the World Employment Confederation, who contributed to the drafting of general principles and operational guidelines for promoting and ensuring fair recruitment. These were adopted by the ILO Governing Body in November, and will feed into the 2017 ILC discussions on migration. The meeting agreed on 13 general principles to orient the implementation of fair recruitment at all levels, including that recruitment should respect, protect and fulfil the fundamental principles and rights at work such as freedom of association and collective bargaining, prevention and elimination of forced labour, child labour and discrimination in respect of employment. It was agreed that the ideal situation would be to eliminate recruitment fees payable by jobseekers in order to combat fraudulent practices by intermediaries. Other important principles related to the way in which employment terms and conditions should be specified, as well as to workers’ identity documents.

On the theme of reinforcing fundamental principles and rights at work, we attended the OSCE meeting in Berlin in early September to determine the way forward in the development of robust national legislative and policy frameworks in preventing and combatting trafficking in human beings. The IOE’s Regional Vice-President for Europe, Ms Renate Hornung-Draus, contributed to a high-level panel and presented the IOE’s support for and position on the ILO Forced Labour Protocol. She also gave examples of good business practices in combatting labour exploitation in global supply chains.

And in Peru, the 6th Business Forum in Latin America and the Caribbean deliberated on the activities of the Global Compact networks in the region as well as the trending issues for business. Roberto Suárez met with local member CONFIIEP and made a presentation on the Future of Work.

Also on 7-8 September, the members of the IOE’s Global Industrial Relations Network (GIRN) came together in Mexico for their first meeting of this reporting period. The IOE prepared and chaired the meeting which provided the opportunity for the 40-member network of representatives from multinational enterprises to discuss trade union approaches in Latin America and other global developments in industrial relations.

We went on to provide the employer perspective at the 11th European Regional Congress of the International Labour and Employment Relations Association in Milan on the theme of the future of representation in labour and employment relations.

Monitoring and reporting on trends and developments in industrial relations is a key area of activity for the IOE and its members. IOE Secretary-General Linda Kromjong travelled to Dublin to meet with Ibec and to contribute a keynote presentation on the topic at an Ibec member event.
The Confederation of Danish Employers (DA) hosted the annual meeting of employers’ organisations from Europe and Central Asia. The members discussed and shared perspectives, and the IOE provided information on how member priorities at international level could be supported more effectively. The meeting also provided a venue to set out the employer priorities for the ILO Regional Meeting in Istanbul in October 2017, including learnings from the previous ILO European Meeting in Oslo (2013), which concluded short, concise and actionable outcomes. The employers agreed that the Future of Work was a relevant theme and on the need for external expertise to be brought to the meeting in line with the Director-General’s call to embrace innovation.

The IOE’s board members play a key role in articulating the global voice of business around the world and on 21 September, Renate Hornung-Draus was a guest speaker on collective bargaining at the Council of Europe’s Committee on Social Affairs, Health and Sustainable Development of the Parliamentary Assembly in Paris.

Also in Paris, IOE member MEDEF organised the African Business Organisations’ Day to draw up recommendations dedicated to joint action for the improvement of the business environment in Africa through several cross-cutting areas, including project funding, CSR, training, and local economic diversification. It was also an occasion to prepare the business input to the forthcoming United Nations Climate Change Conference COP22 to take place in Marrakesh in November, which would seek to increase awareness and action among non-state actors on environmental issues and establish strong partnerships between “southern” actors and developed country counterparts.
This event provided a venue to discuss partnerships on employment and employability in Africa to address the job crisis. Mr. Jamal Belahrach of Moroccan business organisation CGEM, and President of the Jobs for Africa Foundation, presented the Blueprint for Jobs in Africa at a special event organised by Paris-Dauphine University. Here, opportunities were explored for partnerships between the IOE, MEDEF, Business Africa and the French business community, as well as the upcoming launch of the Jobs for Africa Foundation.

Linda Kromjong spoke on 21 September at the panel dedicated to integrated strategies, policies, legislation, monitoring inspection and other measures to effectively combat child labour, forced labour and human trafficking at the high-level Ford Foundation event in New York designed to accelerate political and international support for the eradication of forced labour and to highlight the importance of target 8.7 of the 2030 Agenda for Sustainable Development.

Meanwhile, the IOE was at a G20-Y event in St Moritz, Switzerland speaking on the Creating Jobs Committee on developing women’s talent and dismantling structural barriers to job creation, and contributing to the civil society recommendations to national and international policymakers.

The 9th Annual IOE-USCIB-Coca-Cola-US Chamber of Commerce Business and Human Rights Conference took place in Atlanta on 22 September, providing once again the global business community with expert updates on developments in the implementation of the three pillars of the UN Guiding Principles on Business and Human Rights, as well as a venue for peer-to-peer exchange of experience and best practice.

With the Future of Work a key area of IOE focus, Roberto Suárez contributed to the closing roundtable at the International Technical Seminar on Decent Work in the on-demand Economy hosted by the Korean Labour Institute at the ILO. The seminar brought together researchers and policymakers to address various aspects of the on-demand economy, including working conditions and regulatory frameworks, and the challenges of the evolving world of work.

Towards the end of the month, the IOE again contributed to the work of the Union for the Mediterranean (UfM), an intergovernmental institution comprising 43 countries to promote dialogue and cooperation in the Euro-Mediterranean region. On this occasion, the discussion centred on labour market challenges and took stock of successful youth employment initiatives that could be replicated.

With a review of the ILO Tripartite Declaration of Principles concerning Multinational Enterprise and Social Policy on the agenda, for completion in March 2017, the IOE organised a WebEx conference to update members on the status of deliberations.
The Year in Review

On 26-30 September, the ILO hosted a tripartite meeting of 24 experts to adopt a draft tool on decent work for the promotion of sustainable livelihoods, targeting agro-food sectors. We coordinated and supported the Employer delegates from Colombia, Guatemala, India, Jordan, Macedonia, New Zealand, Nigeria and Zambia. However, despite engaging in good faith, the Employers considered the proposed outcome document to fall short of the stated aim as it focussed mainly on collective bargaining and union representation in all farms, including family and small farms. The Employers' group emphasised that any consensus achieved at a meeting of experts had to relate to a complete text and therefore the policy guidelines could not be proposed to the Governing Body for adoption.

Advocating for the economic empowerment of women is a longstanding priority and Linda Kromjong contributed to the World Trade Organisation Annual Public Forum in Geneva in late September. Heads of state and government, global business leaders, academics and NGOs deliberated on a range of current trade and development issues and Linda Kromjong took part in the UN Secretary-General's high-level panel on women's economic empowerment and trade, which concluded with a call to action for gender equality.

A joint seminar took place in Brussels on 29 and 30 September on trends and challenges in the area of Transnational Company (TNC) Agreements. We highlighted the value of expanding this partnership globally and of further tailoring activities to businesses. Seven such seminars have been held to date, with the participation of thirty speakers from a range of companies, providing guidance on TNC Agreements and sharing practical experiences. The 2016 seminar included twelve days of training and marked the end of the third phase of an EU project managed by ILO ACT/EMP, in partnership with the IOE, the BDA (Confederation of German Employers' Associations), MEDEF and BusinessEurope, as well as other employers' organisations.

To end the month, the IOE organised and contributed to the second meeting of 2016 of the IOE Global Occupational Safety & Health (GOSH) Network, which took place in Markdorf, Germany. 16 private sector and employer organisation OSH professionals came together at SAP's Sustainability Lab to explore how new technologies will change OSH practices and improve performance, to reflect on identifying and using strengths to better manage risk and to share experiences on accident response strategies, among other topics.
September saw the launch of three IOE publications. The first, *The IOE and the European Commission at a glance* heralded a new chapter in our relationship with the EU, specifically the Directorate-General for International Cooperation and Development (DEVCO), and looked ahead to cooperation in areas of shared priorities, such as strengthening the capacity of employers’ organisations, particularly with regard to youth employment, international labour migration, social dialogue, the 2030 Development Agenda and business and human rights.

A collaboration between ITC-ILO, ACT/EMP and BusinessEurope, the second publication *Making Sense of Social Media – a practical guide for Employers’ Organisations* reviews how representative organisations approach the new communication landscape; shares examples of best practice within the sector and other relevant fields with a view to taking stock of the use of social media; identifies some of the emerging challenges, as well as current good practice – and looks at how EOs use social media to develop communication and engagement with members, as well as for campaigning purposes.

In partnership with the Global Reporting Initiative (GRI), we launched *Small Business, Big Impact* which argues the business case for sustainability and transparency in reporting, setting out how the SDGs will impact SMEs and how SMEs are crucial to SDG achievement.

**October**

The month’s activities began in the ILO, supporting and guiding the employer participation in a tripartite meeting of experts on violence at work, which examined the gender dimensions of violence in the workplace and reviewed its impact, on both workers and enterprises. It also identified groups, sectors and occupations most at risk of violence and reviewed responses in national and international law and regulation, collective agreements and enterprise policies. The meeting revealed the complexity of the issue and the Employers highlighted the need for better scoping “violence at work” so that it could be addressed separately from other forms of inappropriate behaviour, and tackled with targeted measures. Specifically defining the workplace itself was needed in delineating roles and responsibilities. The discussions provided an indication of potential challenges ahead in the standard-setting discussion on this topic at the 2018 ILC.
The IOE-BIAC initiative, the Global Apprenticeships Network (GAN), has continued to thrive since its establishment in 2013 in response to the global youth unemployment crisis and the need for businesses to secure skilled workers. Today, there are five national networks and more than 150 member companies. The GAN board members, including the IOE’s Secretary-General, came together in Washington, DC in October with members of the U.S. Department of Labour, including U.S. Secretary of Labour Tom Perez, several members of the U.S. Congress and representatives of companies and international organisations. The participants pledged their commitment to seeking both domestic and global solutions to bring youth to jobs and skills to companies, and international opportunities to youth and vulnerable groups.

In ongoing work to combat human trafficking and forced labour, we were at a Friedrich Ebert Foundation Conference in Berlin. Renate Hornung-Draus presented the employers’ perspective in a high-level panel which included Germany’s Secretary of State at the Federal Ministry of Labour and Social Affairs, Ms Yasmin Fahimi.

Reinforcing our commitment to ensuring mega-sporting events (MSEs) meet the potential of their founding values regarding human rights and social inclusion, we participated in the Sporting Chance Forum on Mega-Sporting Events (MSEs) and Human Rights which was held on 13-14 October 2016, in Washington, D.C. This high-level gathering convened 100 leaders from a wide variety of stakeholder groups to discuss strategies to prevent, mitigate, and remedy human rights and labour standards abuses associated with the life cycle of major international sporting events. An outcome declaration affirmed support for action: bidding to host MSEs is open to all; all actors respect internationally recognised human rights and labour rights; MSEs need to take human rights into account at every stage of the MSE life cycle; affected groups merit a voice in decision-making; access to remedy is available; and lessons are recorded and shared. The MSE Steering Committee, to which the IOE is an adviser alongside ILO and OHCHR, is working towards establishing an independent platform. In 2017, the governance and structure of the platform should be finalised with the aim of becoming operational in 2018.

The second meeting of the ILO Tripartite Working Group on the Standards Review Mechanism (SRM) took place and the IOE Secretariat supported the participation of the Employer delegation as they examined the unfinished follow-up to the 63 ILO instruments identified as out-of-date.
Meanwhile, in Buenos Aires, Daniel Funés was participating in a roundtable discussion on Young Talent and Perspectives on the Future of Work, where he promoted the Global Apprenticeships Network (GAN) as a key means to addressing the youth unemployment challenge.

The Future of Work, which has a dedicated chapter in this report, has been a key area of focus for the IOE during this period. Roberto Suárez updated the BDA’s ILO Working Group on developments in the ILO Future of Work Centenary Initiative, as well as the many concrete actions of the IOE in this area.

In a similar vein, he participated in a meeting jointly organised by the ILO and the ANDRH (French national human resources association) in Suresnes to discuss the future of social dialogue in an evolving world of work.

The European Commission supported the organisation of an IOE-Business Unity South Africa workshop on responsible business behaviour. The two-day event, especially designed for SMEs, provided a comprehensive overview of international trends and developments and made a clear case as to why companies should engage in sustainable conduct and reporting.

Meeting with members on their home ground remains a high-priority for the IOE and Roberto Suárez met with CNI in Brasilia in October to discuss IOE activities, particularly in relation to preparing businesses and employers’ organisations for the future of work.

As a longstanding partner, we contributed to the BIAC workshop on Gender Equality and Skills, which focused on the “Education” aspect of the OECD’s Gender Project. The event showcased business initiatives to promote lifelong learning, and the education and training of women, and took a close look at the opportunities presented to women by the digital economy.

From 24-26 October, we coordinated and supported the participation of seven employer representatives from Argentina, Colombia, Japan, Nigeria, Spain, Sri Lanka and Zambia at an ILO Global Dialogue Forum on the Challenges and Opportunities of Teleworking for both Workers and Employers in the ICT and Financial Services Sector. The tripartite consensus reached constituted an excellent basis for future investigations into the phenomenon of telework in the employment relationship, especially given that the Employer constituency succeeded in having the voluntary and reversible nature of telework reflected in the outcome document. A further notable outcome was the agreement that there was as yet insufficient data to create regulation and the parties agreed to follow up once such data was available.

High-level figures from more than twenty Ibero-American employers’ organisations came together for their annual summit on 26 and 27 October in Cartagena, Colombia, which attracted more than 65 participants, including 15 employer organisation presidents, for discussions on “Youth, Entrepreneurship and Education”. With youth accounting for more than 30 per cent of the region’s population, it was agreed that this was a key moment to harness the potential for entrepreneurship, investment and innovation. However, with one in five young people in the region neither in employment, education or training...
(NEET), there was an urgent need to focus on empowering young people by enabling the full realisation of their rights and capacities. Such empowerment required youth to be the focus of institutions and policymaking that fostered education, entrepreneurship and investment and these key points were captured in the outcome declaration. There was also a call for an Ibero-American Business Observatory to monitor and follow-up on the economic, political and employment situation in the countries concerned, drawing on the 2007 ILC Sustainable Enterprises Resolution, as well as the sustainable development indicators of the Center for Investigation of Development, with the support of the OECD and the World Bank Doing Business report. The observatory would encourage a favourable regulatory environment that anticipated the challenges of the international economic environment and lay the foundations for sustainable employment creation.

The 328th Session of the ILO Governing Body took place in late October and early November and the IOE prepared, coordinated and supported the Employers’ Group’s contribution to the discussions in advance of and during the session. Please see our chapter on work in the International Labour Organization for more details.

In parallel, the IOE’s work on business and human rights continued at an event in Tbilisi, Georgia, where the national action plan to implement the UN Guiding Principles was under discussion. We participated in a panel on the theory and practice of due diligence.

October saw the publication of our regular CSR and Business & Human Rights newsletter (Volume 5.2), with features on progress in the review of the ILO MNE Declaration, the OECD Guidelines on due diligence, the impending review of ISO 26000, as well as a debrief of the 9th Annual Business and Human Rights Conference in Atlanta in September.

November

It was time to take stock of the outcomes of the G20/B20 under the presidency of China and to anticipate the priorities as the presidency transferred to Germany.

As one of the B20’s seven taskforces and cross-thematic groups, the new B20 Employment and Education Task Force held its first meeting in Geneva with an agenda covering the B20/L20’s engagement with the employment process to date; a look ahead to future priorities and a preliminary reflection on crafting concrete and actionable employment and education recommendations within the overall B20 aim of leading the global economy towards a sustainable and future-oriented path.

We also had the opportunity to attend an informal meeting of the G20 Employment Working Group where Linda Kromjong highlighted the fresh approach to unemployment taken by the Chinese presidency, which focused on innovation and entrepreneurship. She commended the G20 apprenticeship initiative and the structural reform agenda and their potential to contribute to more dynamic labour markets. She noted nevertheless that success depended on full commitment to implementation, an element that had been lacking in G20 outcomes. Linda Kromjong urged the governments to
follow-up on these initiatives and called on the German G20 presidency to keep them on the agenda. There was praise for the focus in the new agenda on the future of work. For the B20, the spotlight had to be on bringing migration policies into line with labour market needs; adopting a holistic approach to female employment and the pay gap; focusing on creating conducive environments for growth and job creation; and strengthening national employment plans.

More than 100 representatives of African employers’ organisations, trade unions, and governments, as well as international organisations and companies, came together for a panel discussion to mark the launch of the Jobs for Africa Foundation in Geneva on 3 November. An initiative of African employers’ organisations, the key objective of the Foundation is to sustain growth through enterprise creation and development, and to accelerate the pace of job creation with sights firmly set on absorbing the millions of young Africans entering the job market every year. Jamal Belahrac, the founding President of the Foundation and chair of the Taskforce on Employment and Employability that developed the Blueprint for Jobs in Africa, recalled that Africa had potential in abundance and that it was important to exploit this to create decent job opportunities, particularly for young people. Linda Kromjong applauded the initiative on behalf of the global employer community and underscored the importance of a multi-sectoral approach in the roll-out of the work of the Foundation. This was echoed by the panellist from the European Commission who called for investments that made a real difference, particularly in job-rich sectors such as agriculture, in line with the principal objectives of the EU’s external investment plan.

ILO Director-General Mr Guy Ryder reaffirmed the ILO’s commitment to support the initiative, citing youth unemployment as “the priority of priorities”. He noted that it was a key means to achieving Sustainable Development Goal 8 of promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. UNCTAD Secretary-General, Mr Mukhisa Kituyi focused on the importance of building productive capacity in Africa and the need to promote intra-African trade. There was shared recognition that the launch marked a pivotal moment, where the tripartite support and engagement that had characterised the initiative to date would now be the catalyst for real action on the ground.

The 5th Meeting of the IOE Employment Policy Working Group took place in Geneva on 9 November and focussed on the IOE’s Future of Work project and specifically on its draft brief Understanding the Future of Work, which identifies the many complex pressures shaping change in the workplace, and the emerging challenges and opportunities. The meeting provided employers’ organisations with the opportunity to discuss trends and possible policy responses, as well as the adaptations
needed by businesses and their representative bodies to thrive in a world of work in flux.

The IOE had a seat at the table at the UNODC meeting in Vienna on measuring trafficking for forced labour through statistical surveys. The meeting aimed to reach agreement on a conceptual framework for measurement purposes and our input informed the development of the ongoing project.

One of the most important events for the IOE in the business and human rights calendar is arguably the UN Forum on Business & Human Rights, the world’s largest annual gathering of its kind, with some 2,300 participants from government, business, community groups and civil society, law firms, investor organisations, UN bodies, NHRIs, trade unions, academia and the media.

Over three days, the IOE, alongside member federations, partner companies and partner organisations such as the World Business Council for Sustainable Development and other participants had the opportunity to hear and inform more than 60 panel discussions on topics related to the UN Guiding Principles on Business and Human Rights (the “Protect”, “Respect” and “Remedy” Framework), as well as issues pertinent to the implementation of the Sustainable Development Goals. The IOE and its partners organised a business pre-meeting on 14 November to discuss the business position and potential challenges ahead.

In line with our commitment to contribute to member events wherever possible, we provided the business perspective on works councils and the positive dimensions of social dialogue at a meeting organised by the Montenegrin Employers’ Federation in Podgorica to familiarise companies from FYROM, Slovenia and Serbia with employee involvement for better and sustainable management, and related EU law.

Supporting sectoral employers’ organisations is core to our work and we were present to mark the 75th anniversary of the Argentinean Hotel and Restaurant Federation in Buenos Aires. Alongside the ILO, the IOE presented future activities in the sectoral programme, notably the meeting of experts to take place in February 2017 to adopt guidelines on decent work and socially responsible tourism, as well as participating in the discussion of current trends affecting the sector such as “uberisation”.

As may be seen throughout this review, the IOE regularly provides training to employers’ organisations. We contributed to a capacity building session on migration at a meeting of the Fujairah Chamber of Commerce & Industry in the United Arab Emirates.
Towards the end of November, we coordinated and assisted the employer delegation at an ILO Meeting of Experts to revise, update and adopt the (2003) ILO Code of Practice on Safety and Health in Ports. This was an opportunity for Employers to introduce changes to reflect major OSH developments that have occurred in the interim, and justify a revision of the current code. The Employers emphasised the need for the Code's implementation to consider country specificities. The Employer representatives came from Canada, Chile, the DRC, Guatemala, New Zealand, Pakistan, Suriname and the U.S.

Intensifying work on combatting human trafficking and forced labour, we joined with state representatives, international organisations, NGOs, think tanks, private businesses, media and academia at an OSCE, DCAF, Swiss Confederation meeting to develop new responses that effectively address trafficking for forced labour along migration routes. The IOE emphasised in the panel discussion that business is part of the solution.

As secretariat to the Employers, the IOE worked with the employer delegation to the third ILO working group meeting for the revision of the ILO's Classification of Status in Employment (ICSE-93). The experts advised and assisted the Office on technical work for the revision and to prepare a draft resolution for consideration at the 20th International Conference of Labour Statisticians, which will likely take place in 2018.

Three IOE publications were launched in November. The first was an overview of the Jobs for Africa Foundation, an initiative and outcome of the African Employers’ Taskforce on Employment and Employability which aims to contribute to sustaining growth and accelerating the pace of job creation on the continent by implementing the recommendations of the Blueprint for Jobs in Africa adopted by the social partners in Casablanca in December 2015.
We also published the IOE Survey on Collective Redundancy Procedures, structured around three themes: reasons and circumstances; procedure; and the role of employers’ organisations. The 21 responses were representative of different industrial relations systems, and provide an overview of the difficulties businesses face when implementing collective dismissals. The publication also includes company case studies.

Given the multiple strands of our work on business and human rights, we published An Overview of ongoing business and human right international initiatives. This maps the work of the intergovernmental working group on a draft binding treaty on business and human rights; the UN Working Group as it promotes the implementation of the Guiding Principles; the ILO in its follow-up to the global supply chains discussion at the 2016 ILC; the OHCHR accountability and remedy project; ECOSOC’s Draft General Comment No. 24 as it relates to due diligence; the Council of Europe’s Recommendation (2016) and the OECD’s draft due diligence guidelines for responsible business conduct.

December

December began with the IOE in Jakarta at the headquarters of APINDO, co-organising, presenting and providing training at the Human Rights, Sustainability Reporting and Responsible Business Conduct Workshop to inform, raise awareness and provide guidance on how companies, and particularly SMEs, can implement the UN Guiding Principles on Business and Human Rights. The workshop was co-funded by the European Union and sought to define the role of employers’ organisations in terms of their support and service offer in this area.

The formal work of the German B20 presidency, which is coordinated by the country’s three main business organisations, including the BDA, began at an event on 2 December in Berlin. Once again, the IOE was selected as the networking partner of the B20 Employment and Education Task Force and President Daniel Funes de Rioja, together with member federation representatives Peter Robinson, David Iakobachvili, Erol Kiresepi, Mthunzi Mdwaba and Yogendra Modi, were appointed to co-chair the Task Force, which is chaired by BDA Vice-President Dr Gerhard Braun.

Dr Braun set the tone for establishing the right frameworks for labour markets by stating that “The G20 members should focus on flexible and inclusive labour markets. We need to remove labour market barriers, especially in order to allow better access to labour markets for women and young people and to foster the transition from informal to formal employment in emerging economies.”

This was an occasion to discuss a first draft of B20 employment and education recommendations for policy action to promote open, dynamic and inclusive labour markets through, for example, removing legal and structural barriers to the labour market and promoting new forms of work; to harness the potential of technological change through education by implementing clear and consistent regulations; and to create a level playing field and promote fair competition by enacting and implementing fundamental social and environmental standards - while providing
support and training in this area to businesses and building on the 2016 ILC discussion on Decent Work in Global Supply Chains, as well as strengthening existing initiatives on promoting sustainable Supply Chains.

As a member of the board of the International Hotel & Restaurant Association, we participated in its first meeting since the association’s reorganisation and provided an overview of the IOE’s work on sectoral activities.

Continuing our efforts to improve the ILO standards supervisory system, Sonia Regenbogen (CEC), the Employers’ Group Vice-Chairperson of the Conference Committee on the Application of Standards (CAS) met with the ILO Committee of Experts on the Application of Conventions and Recommendations (CEACR) to strengthen dialogue and enhance understanding of the needs and realities of the employer constituency, in particular. While acknowledging the recent positive developments in the work of the CAS, the Employer spokesperson nevertheless reiterated that the experts’ interpretations on the “right to strike” in the context of ILO Convention 87, requesting Governments to bring their law and practice in line with these interpretations, continued to be of deep concern. In the 2016 report, 40 of the experts’ 56 observations and 41 of their 50 direct requests under C.87 dealt partly or wholly with the “right to strike”. Ms Regenbogen argued that, according to these figures, only very few ratifying countries fully lived up to the experts’ views and the reality of industrial relations systems around the world.

Our activities on the future of work explore, inter alia, how employers’ organisations can be “future ready” and this was the theme for a CAPE-IOE-ILO Asian Employers’ Organisations’ Meeting in Bali, Indonesia. In addition to co-organising the meeting, the IOE launched a joint publication with ACT/EMP and contributed to the review of current trends and the proposals for responses.

The Global Compact-ILO Workshop on the role of the private sector in the reduction of child labour in Latin American and the Caribbean took place in Mexico City on 6-7 December. The IOE contributed to the identification and development of synergies amongst existing company networks and the Global Compact.

Meanwhile in Paris, we were attending the Business Africa Entrepreneur Awards event, which was hosted by MEDEF and the Choiseul Institute, to support the organisers and participants. The event recognised entrepreneurial success achieved by African individuals on the African continent, or in France, and by French individuals in Africa.
As secretariat to the Employers’ Group, the IOE was in Bali for the 16th ILO Asia and Pacific Regional Meeting to review progress made on the Asian Decent Work decade; to assess the evolving economic and social circumstances and identify barriers to further progress. More than 400 tripartite delegates attended the meeting, during which the Employers recalled their commitment to the Bahrain Declaration, which includes support for the 2030 Agenda, meaningful social dialogue and endorsement of the implementation of the UN Guiding Principles on Business and Human Rights and the ILO MNE Declaration. The meeting concluded with the Bali Declaration, which was supported by the Employers for emphasising the role of economic growth and an enabling business environment as crucial to development in the region. The Bali Declaration is intended to be reviewed every two years.

The Global Forum on Migration and Development (GFMD) Business Mechanism, which is hosted and coordinated by the IOE, held a meeting in Dhaka in advance of the annual GFMD summit under the presidency of the Government of Bangladesh, to confirm key business messages in the global migration and skills mobility debate. The Business Mechanism was endorsed as a permanent feature in the process and will continue under the 2017-2018 GFMD co-chairmanship of Germany and Morocco.

While in Bangladesh, Linda Kromjong addressed the Dhaka Summit on Skills, Employability & Decent Work. This tripartite summit, co-organised by the Bangladesh Employers’ Federation (BEF), was opened by H.E. Sheikh Hasina, Prime Minister of Bangladesh. During the high-level opening session, Linda Kromjong highlighted the importance of access to education in building an inclusive society, to generating economic growth and alleviating poverty. The Summit welcomed more than 300 participants from business, government and labour unions and concluded with the endorsement of the Dhaka Declaration. During her visit, Linda Kromjong visited three local companies: ready-made garment producer Babylon, pharmaceutical company Incepta and leatherwear producer Picard, who demonstrated that responsible business conduct drove expansion and sustainable growth.

Mid-December, we were in Brasilia at the Intersectoral Workshop on Youth Employment on the coordination between education and labour. This was a venue for discussion between Ministers of Labour and Education, and employers’ and workers’ representatives, on strategies to improve youth employment and measures to bridge the gap between skills and training and the needs of the private sector. The IOE supported the participation of the Business Technical Advisory Committee on Labour Matters to the Inter-American Conference of Ministers of Labour of the OAS (CEATAL).

Meanwhile, the Social Partners’ Summit on Employment in Africa, co-organised with our local IOE member, was taking place at UTICA headquarters in Tunis. We delivered
presentations at this important venue for exchanging best practices in generating opportunities for youth, and extensive work was begun on a draft action plan for the implementation of the ten recommendations of the Blueprint for Jobs in Africa. This meeting was co-funded by the European Union, IOE partner company OCP and the ILO.

The G20 Employment Working Group met in Berlin on 19-21 December for the first time under the new presidency. We were there to represent the B20, as well as the IOE's global network, to discuss the employment priorities on the agenda and to affirm the expectation of the private sector for actionable outcomes.

Mindful of the need to provide members with tailored support and advice, the IOE travelled to Montevideo for discussions on the role of Uruguayan members CNCS and CIU in the region, in the OAS (through CEATAL) and in the ILO in 2017. We presented the Uruguay Convention 98 case currently before the ILO supervisory system and set out possible approaches.

December saw the launch of several publications: the IOE CSR and Business & Human Rights Newsletter (Vol. 5.3), which included features on the annual UN Business and Human Rights Forum, among others. We also issued a report on the Launch of the Jobs for Africa Foundation on 3 November, which gave an overview of the interventions and other contributions, and reinforced that partnerships would be key to the initiative's success.

The 6th Edition of the ICC's G20 Business Scorecard was published, with the IOE again providing the employment-related chapter. The G20 achieved a 2.6 out of 3 score for their decisions and commitments within the employment work stream.

**January**

A key role of the IOE is to provide support to members during times of crisis. To this end, we responded to the appeal from the National Council of Employers of Chad (CNPT) for face-to-face guidance and direction in discussions with the labour ministry.

The IOE was also in Bamako, Mali for the France-Africa Youth & Entrepreneurship Forum to promote and recognise young African entrepreneurs and to present the 2016 Business Africa entrepreneurship awards, one of which went to Ms Patricia Veringa-Gieskes,
Founder and CEO of the Job Factory, President of the Committee of Private Placement Enterprises and of the National Social Committee of the Federation of Enterprises of the DRC (FEC).

Working with other international organisations and institutions is part and parcel of the IOE’s activity and we were in Abidjan, Côte d’Ivoire, for a meeting with the African Development Bank to follow up on the launch of the Jobs for Africa Foundation back in November. The meeting explored further the potential for collaboration on youth employment, given the AfDB’s Jobs for Youth in Africa Initiative.

Meanwhile in Geneva, the UN Global Compact meeting on bringing down legal barriers to women’s economic empowerment was taking place. Global business leaders, UN ambassadors, heads of business associations, UN agencies and civil society organisations discussed the opportunity to spur economic development, propel business growth and advance the Sustainable Development Goals by removing legal barriers to women’s advancement. The IOE Secretary-General focussed in her remarks on the economic and business case.

OHCHR’s 2nd Regional Consultation for Latin America and the Caribbean on strengthening the implementation of the UN Guiding Principles in the context of the 2030 Sustainable Development Agenda took place in Santiago, Chile from 17-19 January. The IOE contributed the voice of the private sector in the multi-stakeholder discussions.

We also represented the private sector at a second OHCHR meeting in Geneva on State-based non-judicial mechanisms relevant to the respect by business enterprises for human rights, which focused on the OHCHR’s Accountability and Remedy Project II.

In face-to-face meetings with the Federation of United Arab Emirates Chambers of Commerce and Industry, in both Dubai and Fujairah, the IOE Secretary-General presented our unique value proposition, including our work on behalf of employers in the ILO.
February

Taking IOE expertise directly to members once again, we gave a presentation on a panel dedicated to international initiatives on business and human rights at a meeting of the CSR Working Group of the Confederation of German Employers’ Associations (BDA) in Berlin.

The IOE is a supporter of Wilton Park’s Alliance 8.7, which was officially launched in New York on 21 September 2016 to reach the ambitious Target 8.7 of the Sustainable Development Goals. In this capacity, we participated in the 1-3 February meeting in London, which sought to progress from the conceptual phase to implementation through practical discussion among the major actors. Topics included potential focus areas for the Alliance (e.g. conflict, violence and crisis; rule of law and governance; migration; commercial sexual exploitation; rural development, social protection and education; and supply chains) as well as operational guidelines, data, M&E, knowledge sharing and communications. The IOE was one of the 50 critical stakeholders and decision makers considered key to accelerating efforts to eradicate forced labour, modern slavery, human trafficking and child labour in line with SDG deadlines.

The B20 Employment and Education Task Force met on 2 February 2017 and discussed the second draft of the B20 recommendations on employment and education, which would serve as a basis for the business positions at the G20 Labour Ministerial on 18 and 19 May 2017 in Bad Neuenahr, Germany and ultimately input the recommendations delivered to the G20 Leaders’ Summit in Hamburg on 7 and 8 July. IOE members worldwide were invited to submit feedback.

South Africa’s National Dialogue on the Future of Work took place in Johannesburg and we contributed to this tripartite discussion organised by Business Unity South Africa (BUSA) and the ILO to consider possible future world of work scenarios in the country and how to meet the challenges and seize the opportunities.

In a further partnership-building meeting with the African Development Bank, the IOE was in Yaoundé, Cameroon for the AfDB’s continental meeting and set out the unique value of the IOE and the Jobs for Africa Foundation as key partners in the joint aim of responding to the youth unemployment crisis.

Also in early February, we publicly affirmed the business perspective on the need for a balanced understanding and application of ILO Convention 169 on Indigenous and Tribal People. The European Parliament public hearing on European companies in indigenous territories in Latin America, analysed relations between European companies and indigenous peoples in the region, with a special focus on the implementation of prior consultations and generating a dialogue around experiences and proposals to improve these relations; to define proposals and recommendations on the role EU institutions and Member States can play in promoting the respect of rights when European companies develop projects in the territories of indigenous peoples. The IOE highlighted that there was also a compelling need for an enabling social and economic environment that was favourable to investment and sustainable enterprises.
Mid-February saw the 41st Annual Meeting of Employers’ Organisations from East, Central & Southern Africa in Walvis Bay, Namibia. Hosted by the Namibian Employers’ Federation, the IOE co-organised the event and contributed to the deliberations on skills development in the context of youth employment. Co-funded by the European Union, the meeting brought together the leadership of 13 employers’ organisations, as well as high-level local, regional and national government, ILO representatives, training providers and inspirational entrepreneurs. The meeting concluded with the Walvis Bay Declaration which sets out 13 commitments, building on the Casablanca Declaration and the Blueprint for Jobs in Africa, to address the youth employment crisis as a matter of urgency and to monitor and report on an annual basis on the outcome of actions.

addressed the G20 priorities and included that global supply chains contribute significantly to productive employment and decent work; that decent work challenges could exist in economies generally and were not specific to global supply chains; and that there was a need to develop strong national institutions that could implement and enforce national laws. The business perspective was also that the G20 should concentrate on following up on existing initiatives, rather than seeking to launch new ones. In this regard, efforts should be directed to the implementation of the UN Guiding Principles on Business and Human Rights and the G7-initiated Vision Zero Fund. The B20 also looked to the future of work in their recommendations, and called for better education and training systems to equip people with the skills required in the new economy, as well as active labour market policies and upskilling programmes that develop transition pathways and appropriate safety nets for those whose jobs are at risk from industrial restructuring. The need was also highlighted for clear and consistent regulations that foster innovation and entrepreneurship.

OHCHR held a meeting of its working group on business and human rights in Geneva. We participated in two expert consultation sessions on Human Rights Council reports: 1) a study of best practices of cross-border cooperation between States with respect to business and human rights law enforcement and 2) an assessment of the key challenges facing SMEs in the implementation of the UNGPs.
Exercising its role as secretariat to the Employers, the IOE coordinated and supported the employer representatives from Argentina, Croatia, Kuwait, Namibia, the Netherlands, Peru, Spain and Zambia at an ILO Meeting of Experts to Adopt Guidelines on Decent Work and Socially Responsible Tourism in Geneva. The Employers succeeded in having included in the guidelines the recognition of the need for a level playing field in the sector, with reference to informal actors operating via internet platforms. The Employers also insisted on the outcome document not making direct links between the commercial sexual exploitation of adults and children and human trafficking, and legitimate actors in the tourism sector when the criminal activity was perpetrated by informal economy actors exploiting the tourism infrastructure. Importantly, while the Workers called for the regulation of non-standard forms of work and for the decent work agenda to address the negative impact of outsourcing and subcontracting on workers’ rights, the Employers made the point that while the standard employment contract had been the norm in many developed countries in the 20th century, now other forms of work and contractual arrangements were emerging, making it impossible to foresee what the norm would be in the future. On the Employers’ request, no reference was made to ILO Convention 131 on the minimum wage.

The Federation of Employers’ Organisations of West Africa (FOPAO) meeting was hosted by CNP Guinea in Conakry, and had vocational training and employment in West Africa as its key themes. The IOE made an intervention in the opening ceremony.

IOE members from Southern Africa came together in Pretoria to engage with the African Development Bank on strategies for jobs for youth in Africa. The IOE was instrumental in opening the door for members to this meeting and to strengthening this key partnership for collaboration on the continent.

Publications this month included a comprehensive report of the 41st Annual Meeting of the East, Central and Southern Africa Employers’ Organisations.

**March**

The 2017 General Report and General Survey of the ILO Committee of Experts on the Application of Standards and Recommendations considers occupational safety and health instruments in construction, mining and agriculture. In preparation for the discussions at the ILC, we organised a webinar and presented an analysis of the experts’ observations.

"Women at Work" is one of the ILO’s seven centenary initiatives to which the IOE is preparing the Employer contribution and, with this in mind, we attended the ILO International Women’s Day Meeting in Washington, DC “Towards a better future for women and work” which celebrated the launch of the ILO-Gallup report based on data from more than 140 countries assessing the attitudes of both women and men to women and work.

We were also at the Swedish Standards Institute Workshop in Stockholm in our capacity as a classified international liaison organisation to represent the global voice of business at the meeting, which aimed to build consensus for the text of an International Workshop Agreement to provide advice on the use of ISO 26000 guidance on social responsibility in organisations with existing management systems.
In advance of the G20 labour ministerial in May, the third meeting of the B20 Employment and Education Taskforce took place in Geneva to discuss and refine the recommendations for the labour ministerial for input into the employment work stream of the G20. A couple of weeks later, the taskforce finalised the recommendations via WebEx.

Mid-March, the IOE’s Employment Policy Working Group deliberated on the social protection aspect of the Future of Work. We presented a draft document identifying policy challenges in current social protection systems and the group explored possible policy recommendations to adapt systems to new and diverse forms of work.

The IOE is now a regular participant as the global voice of business in the Policy Forum for Development (PFD). The 5th Global PFD took place in Brussels and mobilised more than 160 representatives from civil society organisations (CSOs) and associations and Local Authorities (LAs), representatives from the European Commission and EU Member States to deliberate on EU development policy direction and outcomes.

The first of three Global Young Employers’ Organisation Professionals Academy took place in Madrid at the end of March. Co-funded by the European Union, the academy provided a venue for capacity and network building for professionals under the age of 35, working in national employers’ organisations around the world. The IOE organised and coordinated the participation, and provided training alongside ITC-ILO to 33 young male and female participants.

On 29-30 March, the EU also co-funded the Global Employers’ Workshop on the Future of Work in Madrid which was jointly organised by the IOE and the Spanish Confederation of Employers’ Organisations (CEOE). The two-day event brought together more than 60 panellists and participants from international organisations and companies, and concluded with the presentation of recommendations to the Spanish Congress of Deputies for policy measures to meet the demands of the shifting employment landscape in the areas of the...
general business climate, skills development, social protection, innovation and industrial relations.

**April**

On 3-4 April, the IOE returned to N’Djamena to support CNP-Chad in government consultations with the social partners on a recovery process following the social and financial crisis in the country.

The Business Mechanism of the Global Forum on Migration and Development met again in Geneva. As host to the liaison mechanism, we organised the event with partner company Japan Tobacco International. The meeting aimed to strengthen public-private dialogue in achieving the United Nations Global Compact for safe, orderly and regular migration. More than 80 individuals participated in the business workshop on 3 April and more than 130 were at the multi-stakeholder dialogue session which followed.

On 19 April, the IOE jointly organised, with partner organisation Randstad Holding, an International Business & Human Rights Conference which gathered presenters and participants from around the world. The agenda included a discussion on the business case for responsible enterprise behaviour; ethical recruitment; sustainable global supply chains; due diligence in the supply chain and the role of the private sector in helping to achieve the Sustainable Development Goals. Presentations came from private enterprises, including ABN Amro, JT International, Phillips, Randstad, the Coca-Cola Co., AkzoNobel, Heineken and more, complementing the perspectives of international organisations, governments and employers’ organisations.

The IOE’s Global Industrial Relations Network had its second meeting of this reporting period on 20 April in Amsterdam. Heineken hosted the meeting which discussed the evolution of tradition labour relations, European Works Councils and more.

Linda Kromjong participated in the 2nd Regional Employers’ Organizations Forum Beyond the EU-Funded Project – Sustainability of Caribbean Employers’ Confederation in Trinidad and Tobago on 10-11 April. She spoke about changing funding models for employers’ organisations and met with many IOE members from the region.

On 22-23 April for the social partners’ pre-event to the African Union Labour & Social Affairs Commission...
Jobs & Skills Summit. The event, which was jointly organised by the IOE, Jobs for Africa Foundation and the National Council of Algerian Enterprises (CGEA) and supported by the EU and the ILO, deliberated on strategies for achieving inclusive growth; improving the business climate to promote the development of enterprises and investment in key sectors such as agriculture, energy, services, new technologies and thus promote the creation of decent jobs; on education, training and employability to bridge the skills gap; and youth and women’s entrepreneurship. The two-day event concluded with the endorsement of an action plan for the tripartite implementation of the Blueprint for Jobs in Africa at national level, as well as a Call for Action on Employment which was delivered to the African Union Labour & Employment Ministers at their 26 April session.

Towards the end of April, the ILO Tripartite Meeting on Improving Employment and Working Conditions in Health Services took place in Geneva to discuss decent work strategies that effectively address health workforce shortages as a prerequisite to enable provision of equal access to health care for all in need. The conclusions will feed into future ILO programme development and inform policymaking on the selected topic at the international, regional and national levels. The IOE coordinated and supported the Employer participation.

**May**

Much activity in May concerned preparation for the International Labour Conference, but additional noteworthy meetings also took place in various locations.

The B20 Summit was held in Berlin on 2-3 May and we were there to present the business recommendations on employment and education to the G20 labour ministers, alongside the other taskforces and cross-thematic groups.

On 4-5 May, the IOE’s Global Occupational Safety & Health network came together in Amsterdam for their second meeting of this reporting period. Hosted by Metro Cash & Carry International, the participants presented and discussed workplace wellness programmes as a means of addressing non-communicable diseases.

On 11-12 May we gave the business perspective at the ILO International Conference on Jobs and Skills Mismatch, which looked at the ILO global product on jobs and skills mismatches that aims to develop an understanding of the drivers and impacts of skills mismatches in different country circumstances and to assess the impact of the informal economy, and undeclared work, on skills mismatches. The conference also drew on related work from other organisations including the European Centre for Vocational Training, the OECD, the World Bank, the Inter-American Development Bank, the World Economic Forum and the African Development Bank. The outcomes will feed into the development of tools and resources, and inform the ILO’s Future of Work
Centenary Initiative as well as its contribution to the 2030 Sustainable Development Agenda.

Mid-May, the 135th Meeting of the Governmental Committee of the European Social Charter took place in Strasbourg, France to discuss reports of non-conformity with Article 1 – The right to work, of the European Social Charter, as referred by the Committee of Social Rights. We communicated observations from national organisations on the non-conformity of Member States with: Article 1 paragraph 1 (achievement and maintenance of as high and stable a level of employment as possible), in Bosnia and Herzegovina, Greece, Georgia, Italy, Republic of Moldova, Portugal, "the former Yugoslav Republic of Macedonia", Spain and Ukraine; Article 1 paragraph 2 (earn a living in an occupation freely entered upon), in Armenia, Azerbaijan, Bosnia and Herzegovina, Bulgaria, France, Iceland, Ireland, Latvia, Republic of Moldova, Montenegro, Portugal, Russian Federation, FYROM, Spain, Turkey and Ukraine; and Article 1 paragraph 3 (to establish or maintain free employment services for all workers), in Azerbaijan, Georgia, Slovak Republic and Spain.

Bad Neuenahr was the location for the 2nd Global Employers’ Summit on 17 May. A joint undertaking of IOE, with BDA and Deloitte, the meeting brought together members around themes of common interest, and to launch a report co-authored by IOE, BIAC and Deloitte on G20 Commitments vs Action.

A dinner was jointly hosted by BDA, BIAC, ITUC, TUAC and Deloitte with the G20 labour ministers to further discuss B20/L20 engagement with the G20 under the German presidency and to look ahead to the Argentinian presidency to follow.
The IOE’s Strategic Framework adopted by the General Council in 2015 remained valid for this reporting period. It rests on three pillars, with our first, political, objective being to inform and influence debate in other organisations so that the business and employer position is taken into account in policy- and decision-making processes at the international level.

As you can see from the year-in-review chapter, advocacy and business diplomacy take the IOE to the four corners of the world, but they begin in Geneva at the International Labour Office (ILO). A high proportion of our resources are dedicated to the International Labour Conference (ILC), the sessions of the Governing Body (GB), Sectoral and Experts’ meetings, and to work with specific ILO departments, such as STANDARDS, as well as daily contact with the ILO Bureau for Employers’ Services, ACT/EMP, and the coordination of the participation of employers in ILO meetings in the regions.
Employer representatives joined Government and Worker counterparts from 187 ILO member States for the 105th International Labour Conference. The main technical items on the agenda included global supply chains; decent work for peace, security and disaster resilience; and the impact of the ILO Declaration on Social Justice for a Fair Globalization (2008). The IOE secretariat supported the Employer participation in the technical committees and the standing committees examining the application of ILO standards, and delegates’ credentials. Delegates from almost 50 IOE member federations made interventions in plenary on the report of the ILO Director-General on poverty alleviation.

The outcomes of the two-week Conference again proved the success of the shorter format introduced in 2015.
• Application of Standards (CAS)

As the cornerstone of the ILO’s standards supervisory system, the CAS is particularly important. Sonia Regenbogen (CEC, Canada) led the Employer voice, supported by an able team from around the globe, and reported to the daily Employer briefing on “an atmosphere of mutual respect and understanding”, despite diverging views with the Workers on some substantial issues.

The CAS General Discussion had as its basis the report of the ILO experts on the application of conventions (the CEACR). The Employers highlighted the many positive aspects of the report as well as the remaining important challenges, and proposed further improvements to the work of the experts and the regular supervision of standards.

However, the contentious issue of a right to strike being interpreted into Convention 87 again reared its head and the Employers expressed concern that more than 70 per cent of the experts’ observations involved right-to-strike issues. The Employers argued again that right-to-strike matters lay outside the scope of C.87, and outside the mandate of the CEACR and the CAS. This meant that the Governments did not have a duty to include in their reports on the application of C.87 any information, or changes to their law and practice, regarding the right to strike.

An important outcome welcomed by the Employers was that all the agreed conclusions fall within the scope of the Conventions being examined, and therefore do not support extensive interpretations of these Conventions. On the other hand, the Employers expressed regret that no cases of progress were included in the 24-case short list.

Of particular interest to the global employer community were the cases of Venezuela, where the Group deplored the lack of active policy designed to promote full, productive and freely chosen employment in consultations with the most representative employers’ and workers’ organisations; El Salvador, where the Higher Labour Council had not been able to convene for three years as a result of government intervention and the social partners were being deprived of the right to select their representatives on tripartite bodies; Mauritius, where the government had been exerting undue interference in private sector collective bargaining; and Kazakhstan, where, among others, serious infringements of employers’ freedom of association had ensued following a 2013 law on entrepreneurs.

The General Survey discussion related to the labour migration instruments and the Employers reiterated the benefits of migration for business, as a vehicle for balancing labour supply and demand, for stimulating innovation, providing opportunities for entrepreneurship to flourish and for transferring and disseminating skills. The discussion concluded that current ILO instruments no longer provided adequate responses to the increasingly complex world of labour migration and merited an update.

• Social Justice Declaration

The Committee of the Whole created for this discussion highlighted the role of the 2008 Declaration as a governance tool, requiring ILO work to be informed by the needs and priorities of its constituents, and identified gaps in ILO action in implementing the Declaration as a means to achieving the four strategic objectives of employment, social protection (social security and labour protection), social dialogue and fundamental principles and rights at work.
ANNUAL REPORT 2016-2017

Lead Employer spokesperson Renate Hornung-Draus (BDA, Germany) reported that the Committee agreed that the Declaration remained relevant, but that its implementation was out of step with changes in the world of work.

The outcomes resolution focussed on the importance of improving the modalities of the recurrent discussions that generally took place during the ILC so that they responded to the intended purpose of the Declaration, which is to better understand and respond to the needs of ILO Member States and to use all means at the ILO's disposal - not simply international labour standards.

- **Decent Work for Peace, Security and Disaster Resilience**

This Committee was to review and revise ILO Recommendation No. 71 (Transition from War to Peace) (1944) with a view to standard setting under a double-discussion procedure and in the firm belief that employment and decent work, and by extension the ILO, had a key role to play in crisis situations arising from conflict or disaster.

The Employers argued that the private sector is the creator of jobs and wealth and that the ILO's response in situations of crisis should be on supporting an enabling environment for sustainable enterprise creation and development. The Employers therefore called for reference to the 2007 ILC Conclusions concerning the promotion of sustainable enterprises in the implementation of the outcome Recommendation.

A number of issues remained unresolved at the conclusion of this first part of the discussion, namely around the re-integration of refugees, internally displaced persons and returnees and a follow-up tripartite meeting of experts in July made a clear call for labour ministries to consult with representatives of employers' and workers' organisations, to formulate national policy and action plans to ensure the protection of refugees in the labour market in line with international labour standards, and human rights and refugee law.

- **Decent Work in Global Supply Chains**

Tabled as a General Discussion, the ILC had no mandate to develop a new standard on global supply chains (GSCs). It was tasked to reach conclusions that would shape the ILO's vision, strategy and action plan on GSCs for the next three to five years.

Key questions in the discussion concerned whether GSCs caused decent work deficits, as suggested by the Workers' Group; whether there is a governance gap at international level to regulate GSCs, and, if so, whether an ILO standard on GSCs is necessary.

Leading the Employers' Group was Lindiwe Sephomolo (Association of Lesotho Employers and Business), who reported challenges arising around the mandate of the ILO in situations requiring humanitarian assistance, peace building and development.

The Employers, led by Ed Potter (USCIB), insisted on a fact-based discussion and provided a wealth of data from studies by...
independent bodies to address all three questions, while highlighting evidence that GSCs have stimulated growth, created jobs and contributed to productive employment and decent work. The Employers also argued that, while there are decent work deficits in some GSCs, these deficits are not caused by GSCs per se, but rather reflect the challenges in the general economy. For the Employers, there was no evidence of a governance gap at international level, only a lack of implementation and enforcement of governance at national level.

The discussion, whilst difficult, concluded with an action plan for the ILO, which includes providing companies with information on risk; supporting companies with guidance and advice on labour rights due diligence; improving understanding of GSCs through more and better data; strengthening capacity building, etc. The conclusions also called on the ILO to convene a tripartite technical meeting to assess the failures that lead to decent work deficits in GSCs and to consider what measures are needed to address these.

328TH AND 329TH SESSIONS OF THE ILO GOVERNING BODY (GB)

Key developments at the 328th GB session included the Group’s unanimous support for the re-election of Guy Ryder as ILO Director-General for a second term.

There was also the process to improve the overall supervisory system for international labour standards, which is connected to the discussion on the progress being made by the Standards Review Mechanism to assess the update of ILO standards. This outcome is of crucial importance for the Employers.
The session discussed the follow-up to several 2016 ILC outcomes, including the resolution on decent work in global supply chains (GSCs) to guide future ILO action. It was agreed that the Office would provide an overview of related ILO activities before the 2016 ILC, as such information had not been available at the time of the discussion. Also agreed was that the Office would use a definition of GSCs that was consistent with the UN Guiding Principles; that a one-stop help desk for companies would be set up to provide country specific information, including regarding risks; a tripartite meeting of experts would be organised in 2017 to identify possible action to promote decent work and the protection of fundamental principles and rights at work in Export Processing Zones (EPZs); and that, in 2018, a meeting on cross-border social dialogue would be organised to address decent work in GSCs, including issues such as human rights due diligence. A meeting would be organised in 2019 following a mid-term report by the Office to assess the failures that lead to decent work deficits in GSCs; identify the main governance challenges to achieving decent work in GSCs and to consider what is needed to promote decent work and facilitate reducing decent work deficits in GSCs.

On follow-up to the ILC resolution on the social justice declaration, the GB decided that the seven-year cycle for the recurrent discussions on the ILO’s strategic objectives would be replaced. A new five-year cycle would begin in 2018 with a recurrent discussion on social dialogue.

Decent work for sustainable development was on the agenda too, and Employers took the opportunity to voice concerns over the vague nature of the ILO’s implementation plan to achieve the 2030 Agenda. They called on the Office to further support employers’ organisations in participating in national sustainable development initiatives.

The follow-up to the meeting of experts on fair recruitment approved a set of principles on migration, which will inform the 2017 ILC discussions on international labour migration.

Decisions were also made on agenda items for the 2018 ILC, and the Employers had support from Governments to include an assessment of the efficiency of ILO development cooperation in light of the new commitments on the sustainable development goals.

The follow-up to the October 2016 meeting of experts on violence against women and men in the world of work aimed at preparing the standard-setting exercise scheduled for the 2018 ILC. The Employers asked for the law and practice report to provide clear and precise definitions of both violence and harassment and voiced their preference for a Recommendation over a Convention for its flexibility to provide guidance on additional aspects of unacceptable behaviour at work. There was agreement on joint responsibilities in this area: for employers to fulfil their responsibility to provide a safe and healthy workplace, they needed appropriate policy frameworks to enable them to take effective action in the event of violence. Also important was the decision to cover both violence and harassment in the 2018 ILC discussion, bearing in mind that they call for different responses.
In the GB’s Programme, Financial and Administrative Segment, the Employers called for the Strategic Plan of the Office, which is founded on the ILO Vision 2021, to focus and prioritise and stated that the ILO’s vision is over complex, incorporating as it does ten outcomes; four cross-cutting policy drivers; three enabling outcomes, seven centenary initiatives, five flagship programmes and the mainstreaming of the 2030 Agenda for Sustainable Development. The Employers again highlighted the critical importance of measuring and monitoring results, which should aim at providing constituents with a clear idea of the ILO’s performance.

Regrettably, the tabled discussion on improving the working methods of the Committee on Freedom of Association (CFA) to enhance its credibility and impact had to be postponed for lack of time. However, the Employers successfully initiated a tripartite discussion on updating the CFA digest of decisions and principles, and on issues of CFA governance, including the inappropriate practice of naming and shaming companies.

At the March GB session, the Standards Initiative discussion was of particular note and the Employers were successful in pushing for a process to improve the system. Consequently, the Employers and Workers presented a joint position to enable the GB to make changes to the standards supervisory mechanism, which included that the CFA will present proposals to the GB on elements affecting the overall system, such as improved admissibility criteria for cases; a compendium of conclusions and recommendation and a clarification of its mandate. The second point in the joint position related to the proper use of what is known as the Article 24 procedure; the third related to the avoidance of the duplication of cases under difference supervisory procedures (Article 24, Article 26, CFA and CAS); the fourth was a commitment to use Article 26 as a last resort and the fifth recognised the need to secure tripartite governance in the conclusions and recommendations of the different procedures.

Also of note was the adoption of an updated MNE Declaration based on a draft proposal of the tripartite working group which met last October and in January. The IOE’s wider membership were invited to contribute to the Employers’ input, which succeeded in ensuring that the Declaration did not deviate from its intended purpose and scope. Indeed, the updated version strengthens the relevance of the instrument. There are no new burdens on MNEs, especially in relation to their suppliers and contractors, and there are no new mechanisms or instruments to mediate, settle and/or provide remedy for disputes. The focus remains on “promoting” the principles in the MNE Declaration with an explicit reference that this a “voluntary” tool. Former references to unhelpful, irrelevant and outdated ILO Conventions / Recommendations have been replaced by a more readable text which captures internationally recognized developments, such as the UN Guiding Principles on Business and Human Rights.

The postponed discussion on the improvement of the CFA’s working methods took place at this session, with the most relevant outcomes being the establishment of a subcommittee to identify priority cases for examination, the setting of the agenda for the next meeting and the improvement of follow-up on recommendations. Pending matters remain, such as the clarification of the role and mandate of the CFA and the updating of the publication of the CFA’s principles and decisions. Another important outcome related to the naming of companies in CFA reports. Given that companies reported in complaints are not parties to the case (which
are presented against governments), the Employer CFA members proposed anonymising the company involved in the complaint in the whole working paper. However, it was agreed that the company's name would appear only once in the allegations of the case. The CFA discussed 24 cases.

Follow-up continued on the ILC resolution on GSCs, with the GB discussing the Programme of Action and the Roadmap, which outline the Office's interpretation of the ILC conclusions and activities ahead. The Employers expressed several concerns with the documents: the first was that they did not reflect the fragile consensus achieved at the ILC; two: the Office did not take an approach that was consistent with the UN Guiding Principles, and three: there was still no report of previous ILO work in the area of GSCs. Despite this unhelpful basis for discussion, the Employers and Workers came to an agreement and requested the Office to provide a clear consolidated document that responded to the above concerns, and to amend language issues.

This GB once again considered the Article 26 complaint against the Government of Venezuela regarding ILO Convention 26 (minimum wage), Convention 87 (freedom of association) and Convention 144 (tripartite consultations). Given the lack of progress, the GB urged the Government of Venezuela to take measures to ensure no interference in or acts of hostility towards the employers’ organisation FEDECAMARAS, or the trade unions; to institute a tripartite round table to foster social dialogue to resolve pending issues; and to avail itself of ILO technical assistance. Any decision to appoint a Commission of Inquiry was deferred until November, with the clear understanding that if there was no progress by then, the Employers would no longer defer such decision.

The discussion on the formalisation of the informal economy looked at the main areas of focus of the ILO’s strategy and progress made in the first year of implementation. The Employers supported the key pillars of the strategy related to awareness raising initiatives for the implementation of the 2015 ILO recommendation, capacity building for the tripartite constituents to enable them to design, implement and evaluate national policies and programmes; national dialogue processes; and the promotion of partnerships with other international organisation to support the development of policies and initiatives to facilitate transition. In addition, the Employers set out areas that would support the transition, such as inclusive growth strategies to expand the formal economy, and promoting an environment that is conducive to investment and business, as well as access to education and training, support to SMEs, and more.

It was decided that the Agenda of the 2019 ILC would be devoted to the Future of Work, given the theme’s importance and complexity, although the CAS would go ahead as usual. At the discussions in the Programme, Financial and Administrative Segment, the Employers requested a mixed model budget (operational and strategic), that enabled the constituents to carry out proper governance and to better understand the linkages between budget allocation and outcomes. Whilst the 2018-2019 Programme & Budget did provide some additional funds for Outcome 10 (Strong and representative employers’ and workers’ organisations), the Employers called for the resources to be directed to relevant activities on the ground.
ILO SECTORAL ACTIVITIES

The IOE organised and supported the participation of some 40 employer representatives in tripartite meetings of experts and global dialogue forums from sectors ranging from health services, ports, agriculture and agro-food; tourism; ICT and financial services. An outline of these meetings appears in the year-in-review chapter.

THE FUTURE OF WORK

We cannot fulfil our Strategic Objectives without supporting employers’ organisations and their business affiliates as they prepare for the future of work (FoW).

The ILO Director-General Guy Ryder presented a report to the 2015 ILC identifying the FoW as one of the organisation’s seven centenary initiatives. In early 2016, he rolled out a process of national consultations with the tripartite constituents with the aim of tackling the FoW. Debates also took place at the G20/B20, the OECD, the World Economic Forum and within IOE member federations around the world.

The IOE’s Future of Work (FoW) Task Force was launched towards the end of 2015 in recognition of the need for businesses and their representative organisations to anticipate and respond to the major trends and developments brought about by the new technologies, the sharing or gig economy, migration and demographic shifts and more, that would shape the future employment landscape – some of which were already in evidence. This preparation served to consolidate a strong employer voice in the many debates taking place on the challenges and opportunities arising from the new scenario and the adaptations needed, including at enterprise, policy and regulatory level, to address the difficulties and optimise the benefits.

The outcomes of the first six months of the work of the IOE task force culminated in the IOE’s 3rd Annual Leaders’ Forum on 8 June,
described in our year-in-review section. A comprehensive report captured the key arguments and proposed responses.

On 6 September, Linda Kromjong made a presentation to Mexican members, Concamin and Coparmex which included a FoW component and heard some of the concerns of employers in the region with regard to the evolving employment landscape. Other national discussions on the Future of Work also benefited from the participation of the IOE. Roberto Suárez contributed to meetings in Lima in October; South Africa in January; Spain in March, among others. More than six meetings took place (virtual and physical) to prepare the IOE contribution to the debate.

Later in September, the IOE took the business voice to the G20Y discussion Creating fulfilling Lives, which also included a session on the FoW and concluded with a set of recommendations to various stakeholders to respond to the fundamental shifts in the nature of work as a result of global connectivity, artificial intelligence, new business models and more. Executives and entrepreneurs were urged to invest in human capital as part of any long-term strategy geared to ensuring skills for the future; governments were encouraged to re-orient education to instil new types of skills in students, identified by the Institute for the Future, involving social intelligence; novel and adaptive thinking; cross cultural competencies; new media literacy; virtual collaboration, and so on; institutions of further education had to recognise the need to mix traditional university education with vocational training; and policymakers were called upon to encourage and appropriately regulate new business models and entrepreneurship, and create an infrastructure for risk and design thinking.

The collective learnings from these, and other meetings, fed into the IOE Brief: understanding the future of work, which was published in early February and provided a basis for the organisation of the Global Employers’ Workshop on the Future of Work, which took place in Madrid from 29-30 March. This two-day event was co-funded by the European Union and jointly organised by the IOE and the Confederation of Spanish Employers’ Organisations (CEOE). Some 160 experts and other interested participants gave their take on topics such as new business models; diverse forms of employment; social protection; industrial relations and employer organisations’ services in the future and the event concluded with the presentation of recommendations to the Congress of Deputies of Spain.

As a follow-up, the IOE is organising an event on 14 June during the 106th Session of the International Labour Conference on the challenges and opportunities presented to businesses and policymakers by diverse forms of employment.
**GOVERNANCE**

**GENERAL COUNCIL**

The General Council is the IOE’s principal governance body. Meeting once a year, and chaired by the IOE President, the Council brings together members to take decisions proposed by the Management Board and to exchange views. It formally adopts IOE policy positions, the budget and accounts, the annual work plan, the election of the Officers and the affiliation of new members.

The 2016 General Council was chaired by Daniel Funes de Rioja, who recounted his work during the year on behalf of the IOE. The President made particular reference to the importance of bringing the global voice of business to the G20/B20 process, and especially to the employment work stream. The IOE’s participation in the B20 Employment Taskforce, and his own role as co-chair of the taskforce, ensured that the priorities of employers, both within and beyond the G20, were taken into account in the recommendations delivered to the G20 labour ministers for uptake by the Heads of State and Government.
The 2016 General Council officially endorsed the affiliation of three new members, warmly welcoming The Business Confederation of Macedonia (BCM), FYROM; The Employers’ Organisation of Macedonia (OEM), FYROM and the National Transport Confederation, Brazil into the global community of employers’ organisations. Mr Mile Boskov, Executive Vice-President of BCM, and Ms Lucimar Silva Lopes Coutinho, Executive Director of the CNT, thanked the General Council and said they were looking forward to playing their full role as IOE members.

**MANAGEMENT BOARD**

The Management Board includes elected and co-opted officers drawn from the IOE’s membership, ensuring a geographical balance that reflects the global nature of the organisation.

Sessions of the Board generally take place three times a year, in March, May/June and October/November, taking advantage of the presence in Geneva of many members for the ILO GB and the ILC.

Management Board responsibilities include ensuring that the IOE’s objectives and the General Council’s decisions are implemented and that the organisation functions in line with its mandate.
Based in Geneva, the IOE Secretariat, under the leadership of the Secretary-General, is responsible, inter alia, for implementing the annual work plan within the Strategic Framework adopted by the General Council. It is also responsible for the day-to-day administration and financial management of the organisation under the supervision of the Treasurer.

**AT MAY 2017**

**Secretary-General**  
Linda Kromjong

**Deputy Secretary-General**  
Roberto Suárez Santos

**Senior Advisers**  
Maria Paz Anzorreguy  
Alessandra Assenza  
Frederick Muia

**Advisers**  
Jean Dejardin  
Amelia Espejo  
Peter Hall  
Thannaletchimy Housset  
Pierre Vincensini

**GFMD Business Mechanism Liaison Adviser**  
Stéphanie Winet

**Junior Adviser**  
Ecem Pirler

**IOE EU Project Manager**  
Anetha Awuku

**Human Resources Manager**  
Chiara Cirelli

**Finance Manager**  
Patricia Rindlisbacher

**Technical Services Manager**  
Didier Schmidt

**Head of Digital Communications**  
Usha Selvaraju

**Publications Officer**  
Christopher Fitzsimons

**PA to the Secretary-General**  
Monique Depierre

**Management Assistant - Communications**  
Valérie Gugli

**Communications Assistant**  
Milena Flores

**IOE EU Project Assistant**  
Caroline Balikungeri

**Team Assistants**  
Matias Espinosa  
Dalia Farag

**Finance & Accounting Assistant**  
Annatina Mayer

**Intern - General Administration**  
Paola Cubillos

**Interns - Communications**  
Enerel Ganbold  
Andrea Medrano

**Intern - Human Resources & Finance**  
Andrea Rindlisbacher
## Member Federations

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<td>Federation of Employers’ Associations of the Slovak Republic</td>
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<td>Employers Confederation of Zimbabwe</td>
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We would like to thank our partners for their support, as well as for sharing their experiences, expertise and best practices to the benefit of the global business community in the meetings in which they have participated alongside the IOE throughout the year.

Baker & McKenzie, The Coca-Cola Company, Empresas Polar, Eversheds, Fasken Martineau, the Global Forum for Immigration, Fragomen Worldwide, International SOS, Littler Mendelson, Randstad Holding and Royal Dutch Shell were joined by four new partners over the reporting period: The Adecco Group, JTI International, OCP and Philip Morris International - bringing the total to 15.
350+ communications to members

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30+ newsletters

1400+ Facebook LIKES