




The Global Voice of Business

ANNUAL REPORT 2013 - 2014




INTERNATIONAL
ORGANISATION
OF EMPLOYERS



The IOE is the largest network of the private sector in the world. With more than 150 business and employer federation members in 143 countries, the IOE is the global voice of business in labour and social policy debate at the international level.

The IOE's core mission is to enhance the labour and social policy environment for business, thereby contributing to the creation, growth and sustainability of private enterprises everywhere.

The IOE's global network provides access to a unique platform for the exchange and dissemination of information, experience and good practice among the worldwide business community, from SMEs to multinational enterprises, on labour and social issues impacting the real world of work.



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Letter to members

The IOE at the heart of international social and labour policy advocacy on behalf of business



Tan Sri Dato' Azman
President



Daniel Funes de Rioja
Executive Vice-President



Brent H. Wilton
Secretary-General

DEAR MEMBERS,

Since its creation in 1920, the IOE has been a key contributor to international forums where issues affecting business and employers are being discussed and decided.

At the outset, this required a strong and united voice focused entirely on the International Labour Organization, but today, as this report sets out, the IOE defends and represents the interests of the global business community in an ever-widening range of organisations, processes and forums that directly impact the day-to-day operations of enterprises large and small.

In times past, our annual report was the principal means of reporting on our activities on behalf of members around the world, but we now also use our website, newsletter and social media to keep you up-to-date in real time and we urge you to keep abreast of IOE work through these additional channels.

We are pleased to present this report of selected activities for the June 2013 – May 2014 period. Our hope is that it demonstrates our dedication to advocating across the range of debates for an enabling environment for sustainable enterprises.

Our thanks go to our more than 150 member federations, our partner organisations, business network members and partner companies around the world for their continuing support and confidence.


Yours sincerely,



Tan Sri Dato' Azman
President



Daniel Funes de Rioja
Executive Vice-President



Brent H. Wilton
Secretary-General

Advancing the IOE policy agenda internationally

Engaging with the ILO, other UN and multilateral agencies, and other societal actors

INTERNATIONAL LABOUR ORGANIZATION

During this reporting period, the IOE remained the most active of the many international organisations in which the IOE steered and influenced the policy debate in the interests of employers and business.

In close collaboration with the International Labour Office's (ILO) Employers' Bureau (ACT/EMP), and other ILO departments relevant to business, the IOE supported the Employers' Group in the ILO Governing Body (GB) as well as the 102nd International Labour Conference (ILC), which attracted the participation of nearly 5,000 delegates representing governments, employers and workers from the ILO's 185 member States.



“The classic stereotype of a full-time permanent job, with fixed hours, and a defined-benefit pension... is an increasingly infrequent reality.”

ILO Director-General Guy Ryder delivering his report to the 102nd International Labour Conference

2013 International Labour Conference (ILC)

Report of the ILO Director-General - Towards the ILO centenary: Realities, renewal and tripartite commitment

Guy Ryder's first report as Director-General took a new approach to the challenges facing the ILO in the run up to its centenary in 2019.

The Employers welcomed his recognition of new developments in production and employment, including how atypical forms of employment were becoming more typical.

As a follow-up, the IOE produced a new publication entitled “Flexible Forms of Work”, outlining the benefits to both workers and businesses of non-traditional approaches to work.

The report also spoke of tripartism and social dialogue, echoing the Employers' message from the ILO European Meeting (Oslo, April 2013) on the importance of responsible attitudes towards social dialogue in achieving successful outcomes.

However, the report failed to recognise the importance of an enabling environment for sustainable enterprises as key to development and the Employers therefore called on the ILO to focus on the 2007 ILC Resolution on Sustainable Enterprises.

The Employers also called attention to the insufficient recognition of the need for the robust and coherent



“The Employers welcome the acknowledgement that atypical forms of employment are becoming mainstream, and the emphasis on a responsible attitude to social dialogue as crucial for success. We do regret, however, the insufficient emphasis on the need for the ILO to support an enabling environment for sustainable enterprises as a key means to recovery and jobs.”

Daniel Funes de Rioja, International Labour Conference speaking on the Report of the ILO Director-General

“Its [the Committee of Experts on the Application of Conventions and Recommendations] opinions and recommendations are non-binding, being intended to guide the actions of national authorities.”

Extract of Para 31 of Report III (Part 1A) of the Committee of Experts (2014).



“It is important to note that ILO Collective Bargaining Conventions and Recommendations do not establish the superiority of collective bargaining over consultation and that collective bargaining is a voluntary, not a compulsory, activity.”

Ms Sonia Regenbogen of the Canadian Employers’ Council, speaking on the 2013 General Survey

“The Committee did not address the right to strike in this case as the Employers do not agree that there is a right to strike recognised in Convention 87.”

Extract from the official Conclusions of the Committee on the Application of Standards at the 2013 International Labour Conference on cases citing ILO Convention 87

supervision of ILO standards, although the Director-General did acknowledge that all constituents had shown commitment to improving the system in the short and medium term.

Guy Ryder’s report also proposed developing ILO engagement with companies. Here, the Employers underlined the constitutional status and legitimacy of employers’ organisations as the channel for the private sector’s voice in the ILO, with ACT/EMP acting as the ILO entry point for companies.

Conference Committee on the Application of Standards (CAS)

As a result of the 2012 controversy, the spotlight was on the CAS, with the Employers committed to examining the list of cases, while resolutely opposed to the lack of clarity surrounding the nature of the report of the ILO’s Committee of Experts, as well as the Committee’s extensive interpretation of international labour standards, specifically of a right to strike in Freedom of Association Convention (87).

The firm stance of the Employers with regard to the nature of the Experts’ report was successful in achieving the inclusion of wording in the 2014 General Report that qualifies their opinions as non-binding.

The Employers’ fact-based approach to the crisis in the supervisory machinery was regularly communicated to members throughout the reporting period, including guidance for discussion at national level. Governments were also informed in a specially-drafted IOE paper as to why they should be engaging in this issue and a growing number expressed support for the Employers’ position.

The 2013 General Survey considered collective bargaining in the public sector. Here, the Employers insisted on recognition of the flexibility in the relevant ILO Convention to allow for collective bargaining to be designed for specific national contexts, and called for equal treatment of requests by Employers and Workers for compulsory arbitration.

The Employers achieved official recognition that they did not support the existence of a right to strike in Convention 87.



“Social dialogue encompasses very different kinds of negotiations, consultations and procedures for the exchange of information. It is important that this breadth be taken fully into account in the development of ILO projects and initiatives for promoting social dialogue.”

Jørgen Rønne of the Danish Employers' Association (DA), speaking at the 2013 ILC



“Employment is the best form of social protection... Addressing the impact on the workforce of an ageing population calls for a gradual transition to retirement which can be enabled through flexible forms of employment.”

Tanya Cohen of Business Unity South Africa, speaking at the 2013 ILC



“Employers call for the ILO to take a holistic approach to job and enterprise creation that recognises that green jobs, green enterprises and green economies are rooted in all jobs, enterprises and the economy as a whole.”

Brenda Cuthbert of the Jamaica Employers' Federation, speaking at the 2013 ILC

The Strategic Objective of Social Dialogue

As called for in the 2008 ILO Declaration, the Employers aimed to ensure effective ILO response to the needs of the constituents with regard to social dialogue, especially given its potential to mitigate the challenges of high unemployment and low growth.

The Employers argued that social dialogue was not an end in itself, but a tool to deliver and reinforce the competitiveness of companies and the stability of societies.

The conclusions called on ILO member states to renew their commitment to social dialogue and tripartism, and called for ILO technical cooperation activities to respond to the diverse needs of the constituents.

Employment and Social Protection in the New Demographic Context

With the world population set to surpass 9 billion by 2050, and dependency in old age on the rise, this discussion explored the employment and social implications of the demographic shift in population structures and policy recommendations for mitigating the impacts.

The Committee agreed with the Employers that employment-centred economic policies should focus on creating an enabling environment for sustainable development, skills and productivity development, and entrepreneurship. Well-managed labour migration policies were also highlighted as a key means to address the demographic challenge.

While agreeing that demographic transitions increased demand in the care sector, the Employers did not support the Workers' argument for a standard-setting discussion.

Finally, the Committee called on the ILO to actively provide global leadership in addressing demographic change and to involve its constituents in seeking solutions.

Sustainable Development, Decent Work and Green Jobs

This was a timely debate which explored the effects of environmental challenges and policies on the world of work.

The Employers welcomed the identification of key policy areas and institutional arrangements for a just transition to a more sustainable future that balanced environmental, economic and social needs. This would require governments to provide the right framework for sustainable enterprises and entrepreneurship, with clear roles identified for Governments, Employers' and Workers' Organisations and the ILO.

The ILO committed to preparing a strategic action plan.



Daniel Funes de Rioja, Employers' Vice-Chairperson, ILO GB



Employers in the CFA

ILO Governing Body

The IOE supported the Employers' Group in the three sessions of the Governing Body, with much of the work following up on ILC outcomes and GB reform.

In ongoing discussion on the ILO's engagement with companies, the Employers reiterated their ILC message and identified areas where the ILO should not deal directly with companies, the interpretation of international labour standards being a case in point.

This GB also saw the Employers push for the outcomes of the Oslo Declaration, which had called for responsible social dialogue, to be the subject of annual progress reporting.

In October, the Committee on Freedom of Association (CFA) examined its own working methods, and explored the access employer bodies have to freedom of association; the designation of cases in CFA reports; regional imbalances; admissibility criteria and the currency of the digest of decisions.

Attention turned to how the ILO evaluated its work and the Employers called for more rigorous monitoring and measurement of impact, with evaluations guiding strategic priorities.

Other GB achievements saw the Employers secure discussions in the 2015 ILC on SMEs, including micro-enterprises, and on decent and productive employment. The 2016 agenda will include a discussion on global supply chains and the IOE factored these topics into its work streams as outlined later.

2014 International Labour Conference



ILO-related work during the fourth quarter of this reporting period focused on supporting the employer delegates in preparing for the 2014 ILC discussions outlined below, as well as continuing ILC reform efforts for a shorter, more pertinent Conference.

The IOE-ILC 2014 micro-site was prepared, as well as an application for smart phones, to enhance employer participation in the ILC.

Supplementing the Forced Labour Convention

The IOE provided guidance to members on the ILO's report, taking into account an ILO experts' meeting earlier in the year.



FACT SHEET

**MEASURING AND MONITORING
PROGRESS ON DECENT WORK**

The Global Voice of Business

Decent work

THE CONCEPT OF DECENT WORK IS BASED ON THE FOUR STRATEGIC OBJECTIVES OF THE ILO:

- Realization of standards and the fundamental principles and rights at work
- Creation of greater opportunities for women and men to secure decent employment and income
- Enhancing coverage and effectiveness of social protection for all
- Strengthening tripartism and social dialogue

Measuring and Assessing Progress (MAP) on Decent Work

BETWEEN 2009 AND 2013, THE ILO AND THE EUROPEAN COMMISSION (EC) UNDERTOOK A JOINT MAP PROJECT IN NINE COUNTRIES.

It involved governments and employers' and workers' organisations and aimed to strengthen capacity to self-monitor and assess progress towards decent work.

The project collected data, and identified and compiled decent work indicators which had been developed by the Tripartite Meeting of Experts on the Measurement of Decent Work, and presented to the 18th International Conference of Labour Statisticians in 2008, and form the basis of a Decent Work Country Profile to analyse all aspects of decent work, boost social dialogue and inform national policymaking on decent work and help policy coherence.

Employers' position on measuring and monitoring progress towards decent work

EMPLOYERS SEE THE VALUE OF AN INTEGRATED, ROBUST, RELIABLE ILO DATABASE

There is utility in having more and better statistics within the framework of measuring decent work but

not as a means of performance review/assessment/ measurement of progress towards a subjective concept like Decent Work, rather as a contribution to understanding an array of national circumstances relevant for promoting the decent work agenda.

Employers propose that the ILO dedicate resources to building an integrated database, especially since capacity building must be based on basic labour force survey data. Many countries have limited capacities to collect hard facts on employment, let alone divert resources to subjective concepts. Employers welcome and support improving labour market statistics by making existing data more robust and gathering new data relevant to obtaining more comprehensive understanding at the national level.

ENSURING TRIPARTISM IN BUILDING THE DATABASE IS CRUCIAL

In line with ILO objectives, country data collection, including identifying the data to be collected, should be tripartite to ensure data sets are neutral, factual and objective. Where there are subjective elements, they should be verified with local constituents to prevent false and misleading interpretations.

THE DECENT WORK CONCEPT PER SE CANNOT BE A UNIVERSAL STANDARD APPLICABLE TO ALL WORKERS AND JOBS EVERYWHERE

The very nature of the four pillars of decent work implies that it is a relative concept - a goal to be achieved within the capacity and development objectives of each country. Decent work does not mean that everyone performing comparable work must receive the same quantum of wages and enjoy the same conditions of work everywhere; nor does it imply the application of all international labour standards in all countries.

Decent work is subjective and ever-evolving. It has a floor, which is embodied in the Fundamental Principles and Rights at Work, but no ceiling. It is an objective that must be considered within each

“It is impossible to formalize workers in an informal enterprise - the only logical approach is to formalize the enterprise, which will in turn formalize the enterprise’s employees.”

Michael Chiam, Vice-President, Malaysian Employers’ Federation at the ILO Experts’ Meeting on Informality, September 2013

Facilitating transitions from the informal to the formal economy

This is an agenda item proposed by the Employers, who consider addressing the formal economy as key to ensuring fundamental principles and rights at work.

At the experts’ meeting, the Employers’ position was that the approach of the ILO report was too narrow. The Conference will see the Employers advocate for a more holistic approach and for an instrument that identifies ways to achieve progress towards formalisation.

Committee on Employment (recurrent item discussion)

For this discussion the IOE prepared briefing notes on employment policies for sustainable recovery and development, including member contributions.

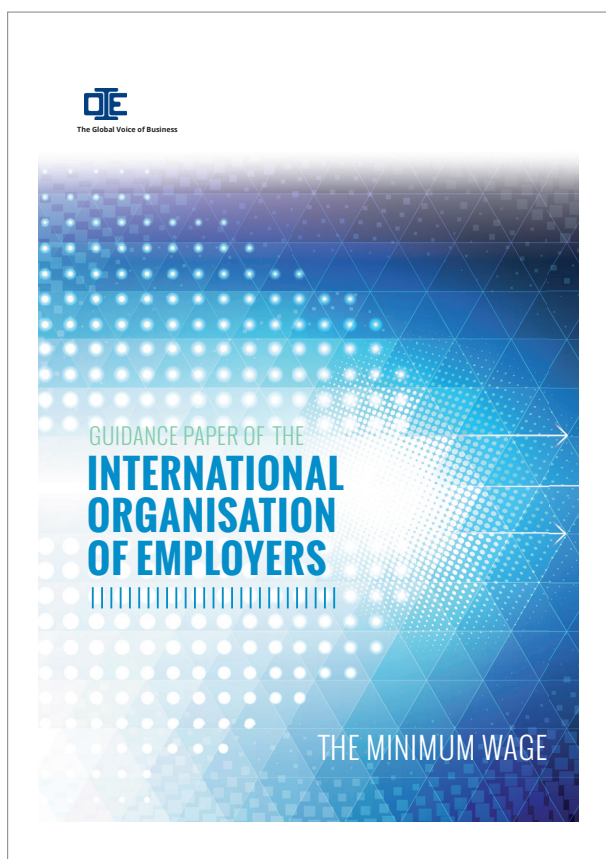
Committee on the Application of Standards

General Survey on Minimum Wage Systems

Members were advised of the launch of the Experts’ General Survey and invited to submit their contributions to the Employers’ position. To support them in their efforts, the IOE produced an IOE Guidance document.

Report of the Committee of Experts on the Application of Conventions and Recommendations (CEACR)

Again, members were guided in their preparation, particularly in those countries that are likely to appear on the list of cases to be examined.





“In this GDF, employers in the chemical industry had a very constructive exchange of views with government and worker representatives on one of the most significant issues for our sector today: coming up with initiatives that promote decent and productive working conditions and contribute to an environmentally, economically and socially sustainable chemical and pharmaceutical industry. ...We were able to launch some interesting new ideas and we are eager to see how they will be picked up by the ILO and all three constituents.”

Mr Lutz Mühl, Managing Director, Social Policies, CSR, Europe and International Social Dialogue, German Federation of Chemical Employers' Associations

The IOE coordinates and supports the employer participation in ILO sectoral activities, which bring together real world of work actors to identify and address industry-specific challenges.

ILO Global Dialogue Forum for the Chemicals Industry

In November 2013, eight employer representatives joined peers from worker and government groups to explore initiatives to promote decent and productive work in the chemicals industry.

In April 2014, the IOE ensured expert employer participation in the Global Dialogue Forum (GDF) on challenges to collective bargaining in the public service, and in May attention turned to employment relationships in the media and culture sector.

OTHER UN AND MULTILATERAL AGENCIES

The ILO is but one of the many UN agencies in which the IOE actively advocates on behalf of business. Between June 2013 and May 2014, the IOE continued to develop working relationships with influence in the following agencies:



“Extraterritorial jurisdiction is no alternative to an effective judicial system at national level. The aim must be to ensure access to remedy for any adverse impacts caused by the operations of any company, whether local or multinational, and to improve law enforcement in general, including commercial law and property rights.”

IOE Secretary-General, Brent Wilton, speaking at the 2nd Annual Forum on Business and Human Rights in Geneva, December 2013

Office of the High Commissioner for Human Rights (OHCHR)/ the Human Rights Council (HRC)

OHCHR has a mandate to lead the business and human rights agenda within the UN system and in 2011 its Human Rights Council established the UN Business and Human Rights Working Group.

With a three-year mandate, the Group was charged with promoting the effective dissemination and implementation of the UN Guiding Principles on Business and Human Rights based on the “Protect, Respect and Remedy” Framework endorsed by the United Nations. It was also called upon to promote good practices, to support capacity-building and engage in regular dialogue with all the relevant actors.

The IOE has accompanied the Working Group since its inception, participating in many consultations and two annual business and human rights forums.

As a panellist at the forum on “Overcoming barriers to effective judicial remedies”, Brent Wilton made clear that access to remedy must be supported by effective law enforcement at national level.

A pre-meeting organised by the IOE and other business groups provided the opportunity for 150 business participants to exchange experiences, and share challenges and successes. Business called on governments to comply fully with their duty to protect human rights, to allow companies to discharge their duty to respect.

With the three-year mandate of the UN Working Group coming to an end, in January the IOE supported its extension, called for increased resources and opposed an extension of the scope of the mandate to include a complaints mechanism.

The IOE also participated in discussions on the creation of a dedicated UN fund to enhance the capacity of all stakeholders to implement the Guiding Principles, and to raise awareness of the three pillars of the framework as a whole.

In February, the IOE’s input was invited on National Action Plans (NAPs) for the implementation of the UN



Procter & Gamble’s Clifford Henry at the Business Stakeholder Meeting during the UN Forum on Business and Human Rights



“The International Organization for Migration (IOM) recognises the enormous contribution of the IOE and its members in advocating for regulatory frameworks at the international level that favour entrepreneurship, private sector development and sustainable job creation... the IOM proposes working together in relation but not limited to ethical recruitment and the International Recruitment Integrity System (IRIS).”

Ambassador William Lacy Swing, Director General, International Organization for Migration

Guiding Principles. Here, the IOE cautioned against the creation of provisions at international level that could restrict the flexibility of governments to use the most suitable means of promoting the Principles in their national context. The IOE also advocated for the full involvement of the business community through their representative organisations in establishing NAPs to ensure that the perspective of SMEs would also be taken into account.

World Health Organisation (WHO)

With a longstanding relationship with the World Health Organisation (WHO) across a range of topics, including the promotion of the Global Plan of Action for Workers’ Health (2008-2017), the IOE participated last August in discussions to engage the private sector in addressing non-communicable diseases (NCDs), the world’s main killer and a danger to business competitiveness.

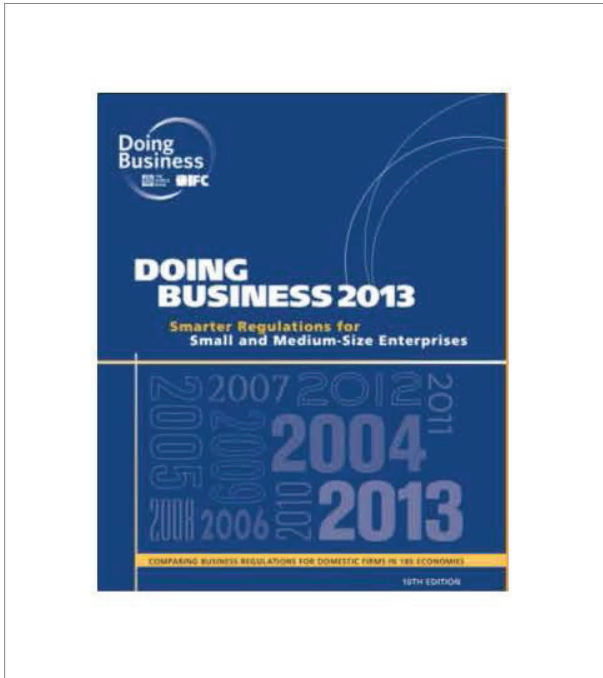
The IOE contributed to the development of draft terms of reference for a global coordination mechanism, and published a Fact Sheet to raise awareness of the impact of NCDs. To strengthen national efforts to address the burden, the 2013 World Health Assembly endorsed the WHO Global Action Plan for the Prevention and Control of NCDs 2013-2020 by providing a roadmap and policy options for stakeholders, which, when implemented, will attain a 25% relative reduction in premature mortality from NCDs by 2025.

The IOE committed to support members in implementation of the Action Plan, including efforts for prevention and control of NCDs through the exchange of information on best practice and the dissemination of research findings, and to take on board WHO normative guidance and technical tools in support of implementation.

International Organisation for Migration (IOM)

During the past year, the IOE’s activities in the area of migration have increased to meet growing business and employer interest in addressing demographic change, closing the skills gap and addressing potential issues in supply chains that involve migrant workers.

This resulted in forging various partnerships, including with the International Organization for Migration, to bring the voice of the private sector to the policymaking table.



This work will be followed by the recently-created IOE Policy Working Group on Migration, focusing on ethical recruitment practices in moving skills across borders.

World Bank – Doing Business

The IOE continued to promote the value of the World Bank’s Doing Business Report in understanding how governments can create an environment for sustainable business development.

In 2013, the IOE contributed to the review process and, following a meeting at the World Bank in February, reported on the recommendations of the review, including adjustments to methodology, such as extending the report to additional major cities, renaming current indicators and calculating the rankings. Of particular interest was that the “Employing Workers” index (EWI) will be expanded to collect information on social protection systems, types of contract, and resolution of labour disputes – the idea being to reinforce the EWI with data that impacts the ease of doing business.

The IOE began work with the Doing Business team to involve members in compiling the report, and having their contribution officially recognized on the Doing Business website, which enjoys millions of visits annually.



“Business wants flexibility to grow and to create jobs for all sectors of the community, including young people, and stands ready to actively engage in partnership with governments to address skills mismatches by contributing to the design and implementation of apprenticeship programmes.”

Roberto Suárez Santos at the ECOSOC Coordination Segment in Geneva, July 2013

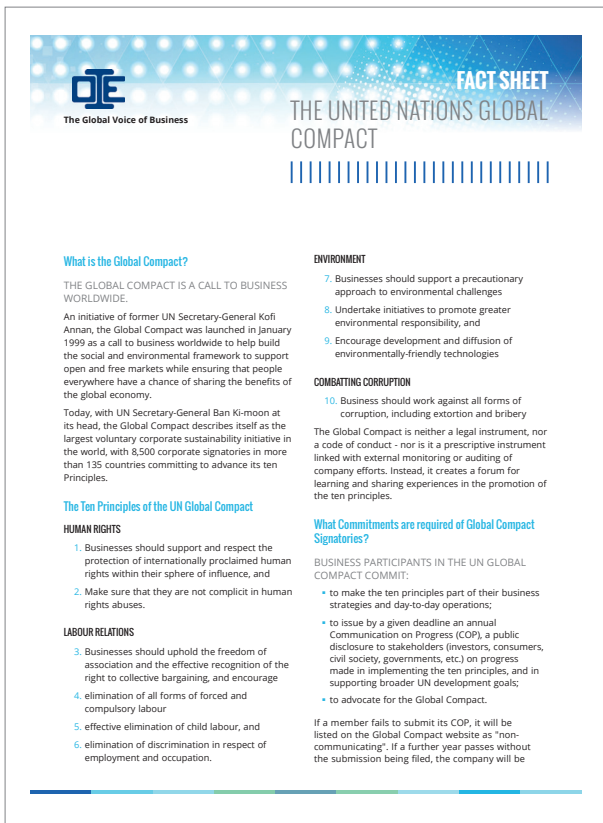
ECOSOC

With the highest category of consultative status, IOE representatives regularly participate in ECOSOC Substantive Sessions/ Coordination Segments that take place in Geneva, bringing the global business perspective to discussions ranging from tackling youth unemployment, to understanding the role of international labour standards in achieving decent work.

In his intervention, IOE Deputy Secretary-General Roberto Suárez Santos argued that high youth unemployment would not be alleviated by government measures that failed to recognise the need for a regulatory environment that promoted business confidence.

United Nations Global Compact

Associated with the Global Compact since its creation, the IOE Secretary-General sits on the board and



promotes the IOE as the global voice of business to the United Nations system for all labour and social policy-related matters.

In March 2014, the IOE launched a call to members in selected countries, in conjunction with its partner BPW International, to promote the Women's Empowerment Principles of the UN Global Compact/UN Women.

Further work was undertaken on the IOE-initiated Child Labour (CL) Platform, now under the governance of the ILO and the UN Global Compact and co-chaired by the IOE and the ITUC.

The IOE Secretary-General encouraged all CLP company members to seize the unique global, cross-sectoral and multi-stakeholder platform to develop cooperative action and common practical solutions towards eliminating the risk of child labour.

The IOE seeks to bring more companies to the platform to work towards the objective of eliminating the worst forms of child labour in line with the roadmap of the Hague Global Child Labour Conference.

The IOE produced a Fact Sheet to outline its role in, and vision for, the Global Compact going forward.



OTHER INTERNATIONAL ORGANISATIONS

G20 Russia and G20 Australia

In partnership with BIAC, and with host country members, the IOE contributed substantively to the work of the Russian and Australian G20 presidencies.

IOE recommendations to the Russia G20 Employment Task Force were channelled through the B20 Task Force on Job Creation and Investment in Human Capital, which was co-chaired by Brent Wilton and Tugrul Kudatgobilik, President of TISK. Daniel Funes de Rioja led the business voice in the C20.

The B20 also worked closely with the L20 on a document highlighting the key elements of quality apprenticeships which was submitted to the G20 employment task force. This work contributed to the



“A key priority is to adjust the retirement age in ways that stabilise the old-age dependency rate, and promote diversification within pension systems through sustainable, insurance-based private pension systems.”

Erol Kiresepi of TISK at the G20 Leaders Summit in St Petersburg in September 2013



“New G20 presidencies will naturally bring change, but it is important that there is continuity with regard to priorities. Changing policy takes more than a year ...it is therefore important to build on the experience of previous B20 participants and to look ahead to future presidencies.”

Daniel Funes de Rioja, at the B20 Workshop in London, November 2013



“Continuity is key to building on previous G20 successes - the IOE and TISK co-chairing the employment task force will ensure that, when the G20 transitions to Turkey for 2015, we will again be taking our policy recommendations forward.”

Brent Wilton, Co-chair of the B20 human capital task force under the Australia G20 presidency



“Small employers are too big to ignore, even in big global forums like the B20. The IOE and members like ACCI are carrying that message into the Australian G20 during 2014.”

Peter Anderson, Employer member of the ILO Governing Body and ACCI Chief Executive

foundation of the IOE-BIAC Global Apprenticeships Network discussed later in this report.

Key business messages supported the priorities of the G20 Employment Task Force: job creation, labour market activation and the implementation of previous G20 commitments.

B20 recommendations included maintaining the focus on policies that modernise labour markets and education systems; address the complex and pressing issues of cross-border labour migration and the demographic challenge; encourage the collection of robust statistics for monitoring competitiveness and benchmarking the impacts of reform; as well as further strengthening the implementation of G20 commitments.

With regard to the latter, at a B20 employment task force meeting in Geneva in October, the members agreed to continue during the Australia G20 to advocate for improving the business environment. The IOE undertook a member survey to ascertain the extent to which recommendations had been followed up with concrete actions.

The findings informed the IOE-BIAC contribution to the ICC G20 Business Scorecard which was issued in February 2014 and were presented at the G20-OECD-EU meeting on apprenticeships in Paris in April.

In a succinct message to the G20 heads of state in September 2013, TISK President Tugrul Kudatgobilik called for an environment that promoted start-ups, enterprise growth and job creation; and for education and training programmes that instilled the skills and competencies business needed.

Early in 2014, the IOE extended its influence to the Australian G20 presidency through the first meeting of the B20 Human Capital Task Force in Sydney. Key areas under discussion included encouraging labour flexibility to adapt to the global employment challenge. This was followed by participation in the G20 Employment Task Force meeting which put the spotlight on occupational safety & health (OSH), gender equality and vulnerable groups in the labour market.



International Standardization Organization

Work with this organisation focused on the ISO 26000 review and the new project for a draft standard on occupational safety and health (OSH) management system.

In a communication to ISO Secretary-General Rob Steele, the IOE expressed appreciation for ISO 26000 as a guidance standard, as well as opposition to any revision that would lead to the misuse of the standards for certification, or detract from its application to all kinds of organisations.

The IOE's advocacy for the review to maintain the current character of ISO 26000, and for implementation assistance through better governance of post publication activities, was confirmed in a vote by national standards bodies in April.

The IOE also kept members apprised of developments relating to a new ISO standard on OSH management systems to be produced by 2016 and encouraged their involvement at national level to ensure the business perspective is understood. The IOE's aim is to ensure that any new OSH guidance aligns, to the extent possible, with existing relevant ISO and ILO standards, that it remains voluntary and does not create an additional burden to business.



“We welcome this balanced Resolution from the Ministers - it responds to the employers’ call for a neutral decision that does not recommend changes to existing law”.

Brent Wilton, IOE Secretary-General on the outcome of the case against the Swedish Government in the Council of Europe

Council of Europe

With consultative status in the Council of Europe, the IOE has particular interest in the implementation of the European Social Charter (1961) and its 1996 Revision. This involves the IOE sitting with representatives of governments and workers on the Governmental Committee.

The IOE follows collective complaints being examined by the European Committee of Social Rights where they have direct implications for companies and employers, such as the recent case brought against its government by the Swedish Trade Union Confederation. This related to the application in Sweden of the European Social Charter with regard to the right to strike and migrant workers.

The IOE and BUSINESSEUROPE were the only bodies authorised to channel the concerns of the Confederation of Swedish Enterprises and contributed to a balanced outcome.



“The IBA Global Employment Institute is delighted to be working with the IOE. Harnessing the extensive IOE-IBA synergies, complementarities and networks will allow us to bring together practical and technical expertise and experience, and to produce a report that brings unique value-add to our members.”

Salvador del Rey, Chair, International Bar Association - Global Employment Institute



International Bar Association – Global Employment Institute (IBA-GEI)

In September, the IOE signed an informal joint working agreement with the International Bar Association – Global Employment Institute (IBA-GEI) on a one-year project to share knowledge, expertise and experience for a report on the ways in which international labour standards, and their supervision by the ILO, impact companies. The report will be published later this year.

Business and Industry Advisory Committee of the OECD (BIAC)

The IOE collaborates with BIAC in areas where there is complementarity and synergy. These include joint input to the B20/G20 task forces, the Global Apprenticeships Network (GAN) and environment and climate change. (More details in other areas of this report.)



BUSINESSEUROPE

Work with BUSINESSEUROPE involves collaborating on Council of Europe activity, as well as on joint positions for the ASEM process outlined below.

Brent Wilton spoke at BUSINESSEUROPE’s executive committee with a view to exploring further joint work on areas of common interest.



Business Africa

The IOE supports Business Africa by assisting in coordinating and attending meetings, and contributing to new initiatives as outlined in the next chapter.



IOE Senior Adviser Maria Paz Anzorreguy (right) at CEATAL meeting

Organisation of American States (OAS) –CEATAL

The IOE coordinates the Business Technical Advisory Committee on Labour Matters (CEATAL) of the Inter-American Conference of Ministers of Labor (IACL) of the Organization of American States (OAS).

“Given that there is a diversity of social dialogue models around the world and that similar outcomes can be achieved by various means in terms of labour market performance, there should be no benchmarking framework for industrial relations systems.”

Employers' message at the ASEM Seminar in Brussels, March 2014.

“We thank our IOE and BIAC colleagues for partnering with ICC in the publication of the 3rd edition of the ICC G20 Business Scorecard and contributing a valuable chapter on Job Creation. Their worldwide, member-based survey on how G20 governments are implementing commitments for better job creation policies provided a data-based foundation for evaluating progress. IOE and BIAC contributions also helped the Scorecard to highlight areas to address going forward, such as closing the skills gap.”

Jeffrey P. Hardy, Director, ICC-G20 CEO Advisory Group



Asia-Europe Meeting (ASEM)

The IOE coordinates the Asian employer participation in ASEM, with BUSINESSEUROPE member federations providing the European business perspective.

In March, the IOE contributed its position on achieving social progress through social dialogue in a rapidly changing business environment, underlining that there should be no universal format for social dialogue.

International Chamber of Commerce (ICC)

Work with the ICC centred on contributing the employment chapter to the ICC G20 Business Scoreboard on how G20 governments are tackling job creation and fulfilling previous commitments.

The IOE provided input to other ICC work areas that involved labour and social policy and co-ordinated the business voice on the Global Compact board of which both organisations are members.

OSCE Alliance against Human Trafficking

As a result of our alliance with the OSCE, the IOE participated in the March meeting organised by the European Institute for Crime Prevention and Control, affiliated with the United Nations (HEUNI), and the government of Lithuania. The stakeholder discussion looked at the proposed ADSTRINGO guidelines to prevent abusive recruitment, exploitation and trafficking of migrant workers.

International Federation of Business & Professional Women (BPW International)

Following our agreement to collaborate on initiatives for empowering women in the work place, the IOE and BPW embarked in 2014 on a joint project with members in selected countries to implement the women's empowerment principles jointly elaborated by the UN Global Compact and UN Women.

Strengthening and supporting member organisations in representing business interests and priorities

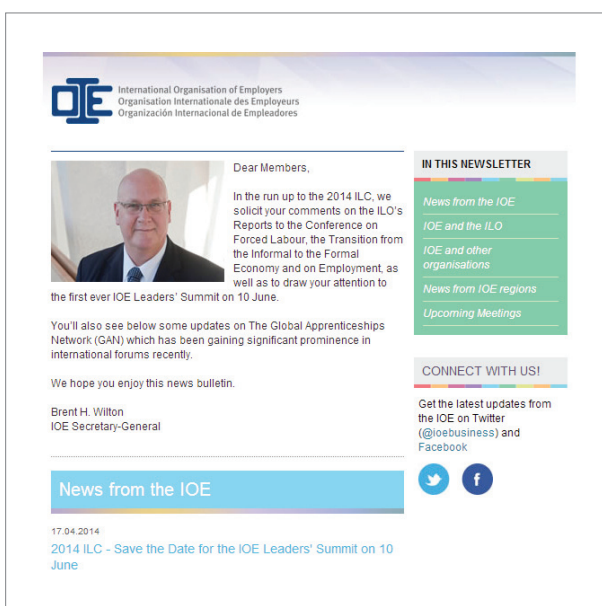
Enhancing the expertise and capacity of member federations to be effective interlocutors on policy priorities

COMMUNICATIONS

A key means of strengthening member organisations is providing relevant and timely information to resource social and labour policy advocacy, both at national and international level.

During this period, the IOE communicated approximately 300 items to members, including news, information, advice, invitations, policy guidance and fact sheets on a range of policy topics. Distinctively-branded communications were launched to facilitate identification of items of particular interest, and our new format newsletter gives a one-stop regular round-up of important activities and events.

Enhancing our communications capacity is essential in translating technical expertise into political influence, and work is ongoing to explore other media to promote the global voice of business.



IOE Website

The IOE website was continuously refreshed and for the 2014 ILC there will again be an exclusive IOE-ILC micro-site, as well as a mobile application, to enhance members' experience of the ILC, as well as allowing members at home to follow the work of the Conference.

Social Media

The IOE continued to develop its use of multi- and social media to raise awareness of the business perspective on a range of topical issues.

We are pleased to report more than 300 Twitter followers who engage with our content.

Our Facebook page allows us to document in an accessible and informal way the advocacy activities of the



IOE Twitter feed



Brent Wilton with Khaliffa Mattar, Federation of UAE Chambers of Commerce & Industry



African Employers' Organisations in Casablanca

IOE around the world and to educate a wider and more diverse audience on the key role the private sector plays in society.

A growing network of communications specialists in IOE member federations are playing a pivotal role in amplifying the global business message by including IOE items in their own newsletters and re-tweeting our posts. The IOE also shared member stories of general interest.

All these channels equip IOE members for engagement in policy debate at all levels to ensure the best deal for their companies.

SUPPORTING MEMBERS ON THEIR HOME GROUND

Missions to Members

The IOE supports members by providing speakers and panellists for meetings and by accompanying them in representations to their governments and other institutions.

Over this reporting period, representatives of the IOE secretariat travelled to more than 40 countries to present at members' events, and to actively support their interaction with governments.

It is impossible to document all these missions here, and members are directed to the IOE website for news on this type of activity as it happens. Below, we highlight a selection of work around the regions.

Africa

Recognising the need to understand why strong economic growth in the continent was not translating into jobs growth, a series of meetings were organised by the IOE in close collaboration with Business Africa and the national member federations, to seek concrete solutions.

A November 2013 meeting in Casablanca explored the development of a job creation strategy for African countries and considered evidence and experiences of sectoral approaches, specifically in the automotive parts and apparel sectors.

The Casablanca Declaration signed at the meeting invited governments to elaborate national jobs strategies with a sectoral focus, based on comparative advantages; to improve rankings in



“Towards a blueprint for job creation in Africa” Meeting

Doing Business reports; to foster PPPs with the involvement of the tripartite actors and to seek full engagement with the private sector in elaborating strategies and policies.

Employers’ organisations committed to play their part by channelling to governments information on their skills needs, being more closely involved in designing education and training systems, and encouraging internships and work-based training initiatives. Plans were laid to launch a task force of African employers to address the issue of employability.

Chaired by the President of CGEM’s Employment and Social Affairs Commission, Jamal Belahrach, the task force continued its work in Mombasa in February, in collaboration with Business Africa and the Federation of Kenya Employers, with the announcement of a blueprint for job creation in Africa to be launched in June 2014.

In Geneva in March, Jamal Belahrach laid out the next steps of cataloguing successful initiatives to date; listing concrete measures to be undertaken; and the role of employers’ organisations in advocacy and other actions.

The Geneva meeting was also addressed by Prof. Lionel Zinsou, CEO of PAI Partners, and charged by President François Hollande to lead the Public Private French African Foundation for Growth. Prof. Zinsou highlighted the urgency in addressing informality and redressing the “scandalous anomaly” of the many well-qualified young people in Africa without jobs.

The IOE also supported African members’ representation at the Fourth EU-Africa Heads of State and Government Summit in Brussels in April. Business Africa Secretary-General Jacqueline Mugo spoke on behalf of African employers.



“Promote favourable measures for private sector development.”

Jacqueline Mugo, Secretary-General of Business Africa to EU and African leaders at the Summit of Heads of State and Government in Brussels, April 2014

Asia

Work over this period began by addressing the consequences of the Rana Plaza garment factory disaster, with the IOE participating in an EU-organised meeting in Geneva in July that proposed a list of new commitments. The IOE called for renewed focus on the tripartite ILO statement immediately following the tragedy and for the full involvement of workers, employers and the government of Bangladesh in implementing the action-oriented measures that had been agreed.

In October at the 2013 Taipei Workshop, the IOE expressed the view that the perceived downside of globalisation could be tackled effectively with policy packages that sought to improve the functioning of



“Employers appreciate international efforts to improve the situation. However, the close involvement of local actors is absolutely crucial for achieving sustainable improvements.”

Mr Kamran Rahman, IOE Regional Vice-President for Asia speaking on follow-up action in the wake of the garment factory disaster in Bangladesh.



“The government could contribute to a mature approach to industrial relations by facilitating the environment for employers and workers to come together in constructive dialogue.”

Brent Wilton at the APINDO meeting in Jakarta, November 2013



ASEAN Meeting in Bali

“Only a vibrant private sector, with support for entrepreneurship and SME development, will create the jobs-rich growth required in the region.”

Brent Wilton speaking at the Second Arab Forum in Riyadh



Renate Hornung-Draus, IOE Regional Vice-President for Europe

labour markets, facilitated enabling environments for enterprise creation and development, and ensured fiscally sustainable social safety nets – without obstructing the process of structural adjustments necessary to enhance productivity and competitiveness.

November saw the IOE attend the ASEM Youth Employment Promotion Seminar in Chongqing City.

The IOE Secretary-General and Regional Adviser contributed to APINDO's meeting in Jakarta on social dialogue in industrial relations with interventions on the minimum wage and social security and related ILO conventions. Mr Wilton cautioned an audience of business leaders, government and trade union representatives that the way in which the minimum wage was being used in Indonesia as a social safety net was neither sustainable, nor effective in addressing workplace challenges.

The IOE also contributed to the ILO ACT/EMP meeting in Bali addressing the role of employers' organisations in matching skills and increasing mobility across the ASEAN region.

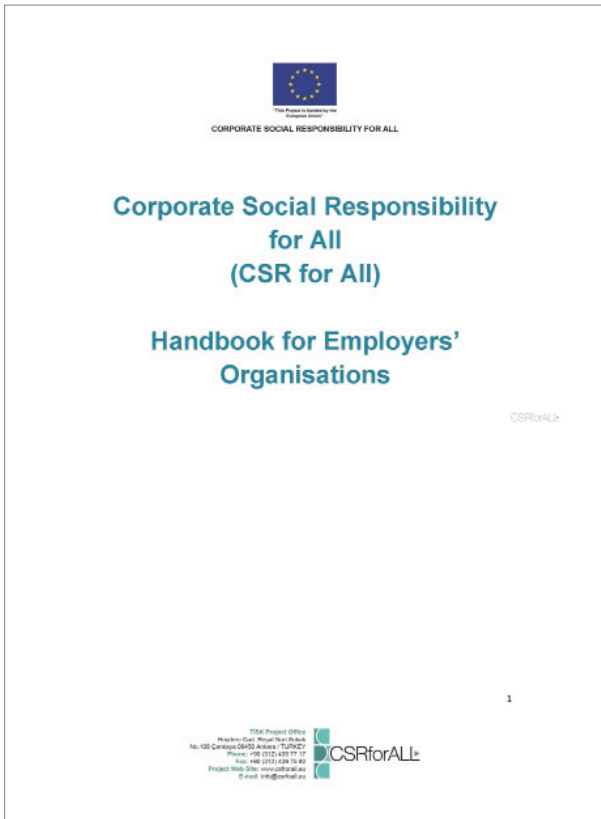
The focus was on Asia too, as the presidency of the G20 was transferred to Australia in December. The IOE's contribution to this intergovernmental process is outlined in the first section of this report.

The key role of the private sector in development and employment was a recurring theme as the IOE contributed to members' advocacy in the region. In February, in collaboration with IOE Management Board member, Mr Khalifa Mattar, Brent Wilton spoke at the Second Arab Forum in Riyadh, which addressed the plight of the 20 million jobless across the region.

Europe and Central Asia

More than 60 representatives of the IOE's 43 European and Central Asian members came together in Kiev in September for their Annual Meeting to network, exchange experiences and to hear contributions from the Federation of Employers of Ukraine (FEU), the ILO, the World Bank, the IMF and the minister of social policy of the Ukraine.

Coordinated by the IOE in collaboration with European Regional Vice-President Ms Renate Hornung-Draus and the FEU, the agenda covered topics such as an enabling environment for business, skills and employment, social dialogue, labour law and growth, and jobs and fiscal discipline in the euro zone. Articulating the value of this type of meeting, Ms



Renate Hornung-Draus underscored the opportunity to consolidate areas of focus and approaches for advocacy efforts. She welcomed the spotlight on key issues that needed to be addressed for SMEs in particular to thrive.

In terms of project-specific work, the IOE supported TISK on an EU-funded initiative “CSR for All”, undertaking five studies of CSR environments and activities in Croatia, Macedonia, Montenegro, Romania and Turkey.

In November, the IOE participated in a follow-up “train the trainers” session to build a task force to create a model to support CSR activities around the world. Specific activities would include compiling CSR best practices; creating support for employers’ organisations to guide businesses on CSR initiatives; and training representatives of employers’ organisations to become experts in the field.

The project launched a CSR for Employers hand book in April 2014.

Last November, the IOE’s Roberto Suárez Santos joined a panel of experts at an ILO high-level debate in Lisbon to discuss how to improve Portugal’s labour market and social situation.

In March, Brent Wilton was the guest of the Estonian Employers’ Confederation at their annual economic forum on maintaining economic growth in the face of a shrinking labour force. Sharing the stage with Estonia’s President, Mr Toomas Hendrik, Mr Wilton cautioned against underestimating the demographic challenge that would affect European competitiveness in the coming years. He underlined the key role of business and employers’ organisations in working alongside governments, to address shrinking supplies of skilled workers and pressures on social security systems.



“Tacking the jobs crisis requires responsible social dialogue and a long-term vision.”

IOE Deputy Secretary-General Roberto Suárez Santos addressing the ILO high-level debate in Lisbon, November 2013



Employer delegates in Medellín

Latin America

Last August, the IOE worked with ANDI (Colombia) in preparation for the 2013 Regional Forum on Business and Human Rights for Latin America and the Caribbean which took place in Medellín.

ANDI’s submission highlighted that there could be no “one-size-fits-all” approach to the implementation of the UN Guiding Principles and called on the UN Working Group on Business and Human Rights to reach out to the regions for a proper understanding of the challenges to implementation in the context of specific geographies.



As a member of the International Advisory Committee of the III Global Conference on Child Labour, the IOE was invited by the Government of Brazil to coordinate the employer participation in national delegations to the Conference, which aimed to evaluate progress made in achieving the elimination of the worst forms of child labour by 2016.

142 employer representatives participated in the October Conference and reiterated their commitment to international dialogue and cooperation, and to further assess progress and challenges to intensify joint and targeted action.

The employer constituency also called on governments to focus on measures to enhance education and learning programmes, social protection, income and employment generation, improved legislation and regulation of the informal economy.

Last September, the IOE's Roberto Suárez Santos and ANDI's Alberto Echavarría, represented the Employers' Group in a high-level ILO mission to Guatemala to monitor and confirm progress on alleged impunity and labour rights. The ILO delegation met with top-level representatives of Guatemala's principal institutions, trade unions and other organisations. The IOE congratulated IOE member in Guatemala, CACIF, for its positive approach and dedication to achieving the proper functioning of the country's institutions.

As part of the IOE's initiative to give additional visibility to members' efforts, the IOE published an account of the consensus reached on collective bargaining in Brazil with the participation of CNI. The article, disseminated to members throughout the Latin American region and beyond, supported the view of the president of CNI's Labour Relations Council, Alexandre Furlan, that collective bargaining was a "a key means to bringing modernity to Brazil".

January saw the IOE defend business freedoms by participating in the ILO tripartite mission to Venezuela, with IOE Executive Vice-President ensuring the representation of employers at the highest level in support of FEDECAMARAS.

The report of the Mission was heard at the March session of the ILO Governing Body which issued an official request to the Government of Venezuela to urgently adopt a Plan of Action to establish social dialogue that is based on respect and the absence of intimidation towards employers' organisations, independent trade unions and their representatives.

IOE Executive Vice-President Daniel Funes also submitted the Mission's report to Pope Francis at an audience in March.



IOE in Guatemala



ILO High-level Mission to Venezuela



“Come join us in supporting our national employer and business federations and contribute to the IOE’s work as our global voice of business in labour and social policy on the world stage. This IOE initiative will provide companies with a unique opportunity to understand and engage on global issues that affect our businesses.”

Ed Potter, Director of Global Workplace Rights, The Coca-Cola Company speaking on the IOE partner company initiative.

North America

The IOE provided specific support to its two members in North America, USCIB and CEC, by participating in meetings for multinational enterprises, particularly on global industrial relations, and business and human rights topics, and by amplifying the federations’ messages through our social media and newsletter channels.

Multinational company members of USCIB are among those who have found particular value in participating in the IOE’s partner company network.

Supporting enterprises to succeed in a global environment

Contributing to the resilience and sustainability of member federations’ company affiliates by reporting on trends and developments in labour and social policy that impact the global business environment

With the involvement of member federations, the IOE keeps companies up-to-date with international labour and social policy trends and developments to assist in dealing with global challenges, and in building resilience, in an evolving business environment. This has the twin benefit of strengthening members’ capacity to provide an additional dimension to their service offer, as well as supporting companies.

The development of networks for businesses affiliated to IOE members, the creation of IOE policy working groups and the IOE partner company initiative enriched the exchange of expertise and best practice across a range of issues on the business agenda, as well as IOE output in terms of new publications and guidance.



“Demographic realities and business needs increase the demand for labour market mobility. Employers urge government to recognise the importance of international labour mobility for economic growth, competitiveness and development and to adopt clearer, simpler and more consistent rules for easier cross-border movement of skills.”

Ellen Yost, Partner, Fragomen, representing USCIB at the ILO Tripartite Technical meeting in November 2013

International Labour Migration - Moving skills across borders

Last July the IOE was involved in discussions with the Global Forum for Migration and Development (GFMD) to improve their engagement with the private sector. Company members of IOE federations were offered the opportunity to be part of the global debate. In September, the IOE attended the ILO’s Tripartite Technical meeting on migration, where 12 employer representatives were united in the message that the International Labour Office, as well as governments, should support labour migration policies that take into account labour market needs as well as the rights of migrants.

“It is essential that every company respects human rights and has effective policies in place to guide it in its operations. However, it must be acknowledged that global supply chains are complex and present challenges to companies. Companies can influence the behaviour of others, but influence is not the same as control.”

Lara Thomassen of the CBI, in an article for the IOE CSR Newsletter (January 2014)

“Past experience with the UN draft norms suggests that a new legally binding international treaty on business and human rights would be difficult to achieve, and there is little evidence to suggest that one would provide the framework for enhanced State action to protect rights and prevent violations.”

IOE Secretary-General Brent Wilton, questioning the Ecuador initiative

In response to growing member interest, the IOE launched its Policy Working Group on International Labour Migration, specifically to tackle issues around moving skills across borders.

CSR, Business & Human Rights and Fundamental Principles & Rights at Work

With CSR, and business and human rights, attracting growing media attention, and civil society interest, the IOE continued to devote resources to the various debates and forums dealing with these topics.

The IOE CSR newsletter series attracted contributions from many IOE member federations, highlighting concerns, announcing legal developments around the world and showcasing company experiences and best practices.

The deliberations of the newly-created IOE Policy Working Group on CSR and Business & Human Rights captured the business perspective on challenges and company experiences of implementing the UN Guiding Principles. The Working Group contributed to a deeper understanding of the needs of business in terms of support for capacity building for implementation of the UN Guiding Principles.

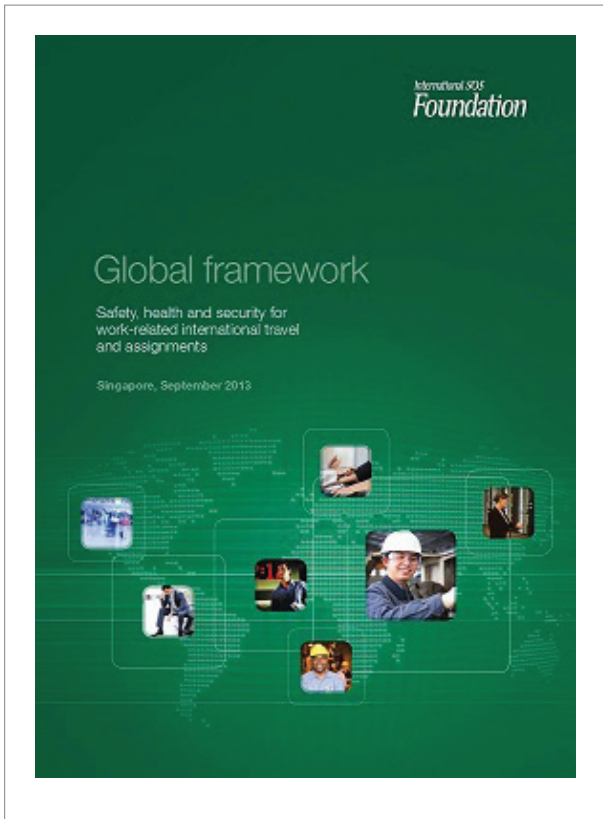
There were clear calls from the Group to advocate for a focus on the State duty to protect human rights without creating heavily bureaucratic frameworks; to support companies in building the business case for human rights; and to assist in the production of effective communications that inform the public on the role and performance of business in implementing human rights.

As a result, business and human rights challenges associated with the supply chain began to be addressed by the IOE in a series of measures, including an IOE Fact Sheet on Managing OSH in the Supply Chain; and a workshop in March to address associated challenges, responsibilities and approaches.

Last September, the government of Ecuador, with the support of a number of others, proposed to the Human Rights Council an initiative for a legally-binding framework on business and human rights.

At a workshop in Geneva in March, the IOE opposed this initiative, advocating for a focus on the impressive uptake to date by business of the UN Guiding Principles and for the UN Working Group to be supported in its promotion of ongoing implementation.

Substantial work also took place to defend and promote the fundamental principles and rights at work as laid out in the 1998 ILO Declaration which addresses the right to assemble, the elimination of the worst forms of child labour, forced labour, and discrimination in employment.



“We would like to thank the IOE for contributing the global perspective of employers to the 2014 International SOS Foundation Global Framework. Managing and mitigating risks to employee health and security during international assignments is moving up the agenda for businesses operating globally.”

Laurent Fourier, Regional Managing Director CEMA (Continental Europe, Maghreb, Africa) International SOS

Occupational Safety and Health

To foster both healthy workplaces and secure working environments, the IOE supported members and their companies with Fact Sheets on Mental & Neurological Diseases; OSH Management Systems; the ILO and OSH Standards; OSH Risk Management in the Supply Chain and OSH & Security during work-related Travel.

It also continued to develop the GOSH network. Now in its sixth year, GOSH brings company and member federation representative together twice a year to discuss current and emerging OSH topics.

Meetings took place in the Hague in September 2013 and in London in April 2014, with agenda items including integrating health into risk management, a review of the IOE’s survey in national OSH requirements, and an exploration of case studies on managing safety, health and security of employees on international assignments. The IOE contributed to the global framework published by International SOS on this topic.

The IOE’s OSH work with WHO and ISO has been outlined earlier. Further work included participation in the Global Healthy Workplace Awards in Shanghai in April and preparing for the XX World Congress on Safety and Health at Work to take place in Frankfurt in August 2014.

Global Industrial Relations Network (GIRN)

“The added value of the GIRN for Nestlé is the intimate networking space it provides for top-level IR and HR specialists to exchange best-in-class practice in an open environment”.

Mr Enriquez Ronda, Employee Relations Manager, Nestlé

Are you a senior industrial relations or human resources professional in a multinational enterprise?	Do you need to be up-to-speed on current and emerging industrial relations and human resources trends and issues?	Would you value exchanging views and best practices across business sectors and with peer professionals?
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If the answer to any of these questions is “yes”, you may be interested in learning more about membership of the IOE’s Global Industrial Relations Network (GIRN).

Established in 1920, the International Organisation of Employers is the largest network of the private sector in the world. With 150 business organisation members in 143 countries, it is the global voice of business.

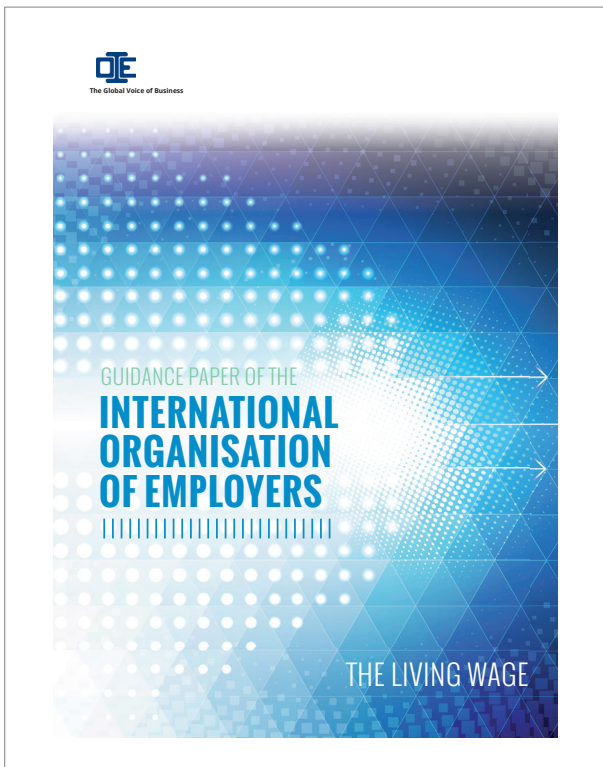
International Industrial Relations

Now in its sixth year, membership of the IOE Global Industrial Relations Network (GIRN) grew to 33 multinational companies, representing industries across a range of sectors,

With the close involvement of IOE members, the GIRN continued to provide a unique platform for confidential, peer-to-peer exchanges on best IR practice.

Meetings took place in Switzerland (November 2013) and in Paris (April 2014), with discussions on alternatives to International Framework Agreements (IFAs); overviews of industrial relations practices in India, France and Turkey; the implementation of the protect-respect-remedy framework in the context of business and human rights, as well as a look at flexible forms of work.

New GIRN promotional material was produced, and a new website launched to meet the growing needs of the participants.



While the GIRN provides a forum for best practice discussion and on-the-ground experiences, the newly-created IOE Policy Working Group on International Industrial Relations looked at policy creation and implementation across a range of national contexts.

Open to IOE members and partner companies, the three meetings to date (one in conjunction with the Employment Policy Working Group) chaired by IOE Vice-President for Europe Ms Renate Hornung-Draus, facilitated member exchanges on existing and emerging industrial relations policy trends and led to the production of output documents on wage policies (living and minimum) as well as productivity.



“The Global Apprenticeships Network is a dynamic group of companies, finding solutions to developing quality apprenticeships and promoting employment for youth through multi-stakeholder dialogue, partnerships and action.”

José María Álvarez-Pallete López, COO of Telefónica, Chairman of the Global Apprenticeships Network

Global Apprenticeships Network

Skills for Business – Jobs for Youth

Created as a direct outcome of the commitment of the global business community to play its part in addressing the youth employment crisis, the IOE and BIAC launched the Global Apprenticeships Network (GAN) with the support of the International Labour Office and the OECD.

With a dedicated website and a growing membership, including multinational companies, employers’ federations and business organisations, the GAN held its first exchange of best practice session at Telefónica’s headquarters in Madrid in December 2013.

Sustainable Development

The IOE Policy Working Group on Sustainable Development, including the post-2015 global development agenda, had its first meeting at the 2103 ILC to capitalise on the presence of experts for the green jobs discussion.

Throughout the year, the IOE kept members updated on developments, both through publications and web-posts, including on IOE participation in the

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GOALS POST-2015

GENEVA, 16 NOVEMBER 2013

Global Business Alliance on the global development agenda which is currently mobilising around two key processes: the post-Millennium Development Goals (MDGs) and the Sustainable Development Goals (SDGs).

The IOE also contributed to the voice of business at the UN Climate Meeting in Warsaw in November, emphasising the need for a fair and equitable transition for enterprise in light of the impacts that climate change will have on employment and societies. The IOE underlined the support that would be necessary for businesses to develop skills for innovation and resilience.

In December, the IOE Policy Working Group provided input to UNEP's stakeholder engagement process, setting out the IOE's position with regard to the environment and sustainable development. This included recognition that valuing the environment and working towards sustainable development was a key driver for enterprises to engage with their supply chains and their customers to enhance their reputation. It was also noted that making enterprises sustainable, and growing employment prospects, would help to achieve the wider sustainable development goals.

The IOE produced a guide for members, which will continue to be updated to include the business input that will inform the UN General Assembly decisions in September. These will allow for the detail of targets and measures to be in place for the new development programme to be activated in September 2015, when the current MDGs expire.

IOE structure

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 IOE members to take decisions proposed by the Management Board and to exchange views and experiences. It is also the forum for the formal adoption of IOE policy positions, of the organisation's budget and accounts, of its annual work plan and the election of its Officers. It provides the occasion to welcome new members. Some 150 member representatives at the 2013 General Council on 4 June endorsed several new initiatives, including the creation of policy working groups and the launch of the IOE partner company programme.



“Maintaining and growing our reputation as the solution-focused, global voice of business requires the IOE to harness the power of partnerships.”

IOE President, Tan Sri Dato' Azman, addressing the 2013 General Council in Geneva.

The 2013 General Council also amended the Statutes in line with the Swiss Civil Code and the needs of an evolved organisation. Members voted to replace the Executive Vice-President position on the IOE Board with an IOE Vice-President for the ILO.

At the March 2014 session of the ILO Governing Body, there was unanimous confirmation of the candidature of Mr Jørgen Rønne of the Confederation of Danish Employers (DA) for the post. Mr Rønne will begin his three-year term from 28 May 2014, when Daniel Funes will assume the Presidency of the IOE.

Outgoing President Tan Sri Dato' Azman who has ably steered the IOE since 2011 addressed the 2013 General Council on developing partnerships as key to the IOE achieving its goals.

Management Board

The IOE Management Board is composed of members, elected and co-opted, drawn from the IOE's membership, with regard for a geographical balance that reflects the global nature of the organisation.

Sessions of the Board are held in Geneva three times a year, in March, May/June and October/November, to coincide with the sessions of the ILO GB and the ILC. Management Board responsibilities include ensuring that the objectives of the IOE and the decisions of the General Council are implemented and that the organisation functions in line with its mandate.

Members of the IOE Management Board at 1 May 2014

Tan Sri Dato' AZMAN	President (Malaysia)
Mr Daniel FUNES DE RIOJA	Executive Vice-President (Argentina) and IOE President-Elect
Ms Ronnie GOLDBERG	Regional Vice-President (North America)
Ms Renate HORNING-DRAUS	Regional Vice-President (Europe)
Mr Kamran RAHMAN	Regional Vice-President (Asia)
Pending Confirmation	Regional Vice-President (Latin America)
Mr Albert YUMA MULIMBI	Regional Vice-President (Africa)
Mr José Maria LACASA	Treasurer (Spain)
Mr Peter ANDERSON	Member (Australia)
Mr Alexandre FURLAN	Member (Brazil)
Ms Lidija HORVATIC	Member (Croatia)
Mr Hiroyuki MATSUI	Member (Japan)
Mr Khaliffa MATTAR	Member (United Arab Emirates)
Mr Blaise MATTHEY	Member (Switzerland)
Mr Mthunzi MDWABA	Member (South Africa)
Mr El-Mafoud MEGATELI	Member (Algeria)
Mr Yogendra K. MODI	Member (India)
Ms Marina MOSKVINA	Member (Russian Federation)
Ms Jacqueline MUGO	Member (Kenya)
Ms Garance PINEAU	Member (France)
Mr Jorge de REGIL	Member (Mexico)
Mr Jørgen RØNNEST	Member (Denmark)
Mr Christopher SYDER	Member (United Kingdom)

Secretariat



Brent H. Wilton



Roberto Suárez Santos



Monique Depierre



Frederick Muia



Maria Paz Anzorreguy



Matthias Thorns



Janet Asherson



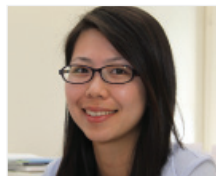
Alessandra Assenza



Jean Dejardin



Amelia Espejo



Siew Sze Lee



Linda Hotham



Usha Selvaraju



Patricia Rindlisbacher



Ann Chentouf



Didier Schmidt



Valérie Gugl



Anetha Awuku



Milena Flores



Jane Wade

Secretary-General

Brent H. Wilton

Deputy Secretary-General

Roberto Suárez Santos

PA to the Secretary-General

Monique Depierre

Senior Advisers

Frederick Muia (Africa)

Maria Paz Anzorreguy (Americas)

Matthias Thorns (Europe)

Advisers

Janet Asherson

Alessandra Assenza

Jean Dejardin

Amelia Espejo

Siew Sze Lee (Asia)

Communications Manager

Linda Hotham

Communications Assistant

Usha Selvaraju

Finance Manager

Patricia Rindlisbacher

Human Resources Manager

Ann Chentouf

Technical Services Manager

Didier Schmidt

Management Assistant

Valérie Gugl

Secretaries

Anetha Awuku

Milena Flores

Jane Wade

Member federations of the International Organisation of Employers

Africa (42)	Asia (34)	Americas (33)	Europe (43)
Confédération Générale des Entreprises Algériennes	Australian Chamber of Commerce & Industry	Antigua & Barbuda Employers' Federation	Union of Albanian Business
Chamber of Commerce & Industry of Angola	Bahrain Chamber of Commerce & Industry	Unión Industrial Argentina	The Republican Union of Employers of Armenia
Conseil National du Patronat du Bénin	Bangladesh Employers' Federation	Aruba Trade and Industry Association	Federation of Austrian Industry
Botswana Confederation of Commerce, Industry & Manpower	Cambodian Federation of Employers & Business Associations	Bahamas Chamber of Commerce and Employers' Confederation	National Confederation of Entrepreneurs (Employers) Organizations of Azerbaijan
Conseil national du Patronat Burkinabé (Burkina Faso)	China Enterprise Confederation	Barbados Employers' Confederation	Fédération des Entreprises de Belgique
Association des Employeurs du Burundi	Fiji Commerce & Employers' Federation	Bermuda Employers' Council	Association of the Organisations of Bulgarian Employers
Groupement Inter-Patronal du Cameroun	All India Organisation of Employers	Confederación de Empresarios Privados de Bolivia	Croatian Employers' Association
Association Commerciale Industrielle et Agricole de Barlavento (Cape Verde)	Employers' Federation of India	Confederação Nacional da Industria (Brazil)	Cyprus Employers and Industrialists Federation
Association Commerciale de Sotavento du Cap Vert	Standing Conference of Public Enterprises (India)	Canadian Employers' Council	Confederation of Danish Employers
Conseil National du Patronat Tchadien (Chad)	Council of Indian Employers	Confederación de la Producción y del Comercio (Chile)	Estonian Employers' Confederation
Union Patronale et Interprofessionnelle du Congo	The Employers' Association of Indonesia	Asociación Nacional de Empresarios de Colombia	Confederation of Finnish Industries
Confédération générale des entreprises de Côte d'Ivoire	Iranian Confederation of Employers' Associations	Unión Costarricense de Cámaras y Asociaciones del Sector Empresarial Privado (Costa Rica)	Mouvement des Entreprises de France
Fédération des Entreprises du Congo (DRC)	Japan Business Federation (NIPPON - KEIDANREN)	Dominica Employers' Federation	Georgian Employers' Association
Confédération Nationale des Employeurs de Djibouti	Jordan Chamber of Industry	Confederación Patronal de la República Dominicana	Confederation of German Employers
Federation of Egyptian Industries	Kiribati Chamber of Commerce and Industry	Cámara de Industrias de Guayaquil (Ecuador)	Hellenic Federation of Enterprises (Greece)
Employers' Federation of Eritrea	Korea Employers' Federation	Asociación Nacional de la Empresa Privada (El Salvador)	BUSINESSHUNGARY
Confédération Patronale Gabonaise	Kuwait Chamber of Commerce & Industry	Comité Coordinador de Asociaciones Agrícolas, Comerciales, Industriales y Financias (Guatemala)	National Association of Employers and Entrepreneurs (Hungary)
Ghana Employers' Association	Association of Lebanese Industrialists	Association des Industries d'Haïti	Confederation of Icelandic Employers
Conseil National du Patronat Guinéen	Malaysian Employers Federation		Irish Business and Employers' Confederation
	Mongolian Employers' Federation		Manufacturers' Association of Israel
			Employers' Confederation of Latvia

Africa (42)	Asia (34)	Americas (33)	Europe (43)
Federation of Kenya Employers (FKE)	Federation of Nepalese Chambers of Commerce & Industry	Consejo Hondureño de la Empresa Privada (Honduras)	Business Federation Luxembourg
Association of Lesotho Employers	Business New Zealand	Jamaica Employers' Federation	Malta Employers' Federation
Groupement des Entreprises de Madagascar	Oman Chamber of Commerce & Industry	Confederación de Cámaras Industriales de los Estados Unidos Mexicanos	National Confederation of Moldovan Employers
Employers' Consultative Association of Malawi	Employers' Federation of Pakistan	Confederación Patronal de la República Mexicana	Montenegrin Employers Federation
Conseil National du Patronat du Mali	Employers' Federation of Papua New Guinea	Consejo Superior de la Empresa Privada (Nicaragua)	Confederation of Netherlands Industry and Employers
Union Nationale du Patronat de Mauritanie	Qatar Chamber of Commerce and Industry	Consejo Nacional de la Empresa Privada (Panama)	Confederation of Norwegian Enterprise
Mauritius Employers' Federation	Employers' Confederation of the Philippines	Federación de la Producción, la Industria y el Comercio (Paraguay)	Employers of Poland
Fédération des Chambres Marocaines de Commerce, de l'Industrie et de Services	Council of Saudi Chambers	Confederación Nacional de Instituciones Empresariales Privadas (Peru)	Portuguese Industrial Association – Business Confederation
Confédération générale des Entreprises du Maroc	Singapore National Employers' Federation	St. Lucia Employers' Federation	Business Confederation of Portugal
Confederation of Economic Associations of Mozambique	Employers' Federation of Ceylon	Suriname Trade and Industry Associations	Alliance of the Romanian Employers' Confederations
Namibian Employers' Federation	Chinese Taipei Federation of Industries	Employers' Consultative Association of Trinidad & Tobago	Russian Union of Industrialists and Entrepreneurs
Conseil National du Patronat Nigerien	Employers' Confederation of Thailand	Cámara de Industrias del Uruguay	National Association of Industry of San Marino
Nigeria Employers' Consultative Association	Federation of UAE Chambers of Commerce and Industry	Cámara Nacional de Comercio y Servicios de Uruguay	Serbian Association of Employers
Conseil National du Patronat du Sénégal	Vietnam Chamber of Commerce and Industry	United States Council for International Business	Federation of Employers' Associations of the Slovak Republic
Somalia Employers' Federation (SEF)		Federación de Cámaras y Asociaciones de Comercio y Producción de Venezuela	National Union of Employers (Slovakia)
Business Unity South Africa			Association of Employers of Slovenia
Sudanese Businessmen & Employers Federation			Confederación Española de Organizaciones Empresariales (Spain)
Federation of Swaziland Employers and Chamber of Commerce			Confederation of Swedish Enterprise
Association of Tanzania Employers			Union Patronale Suisse (Switzerland)
Conseil National du Patronat du Togo			Turkish Confederation of Employer Associations
Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat			Federation of Employers of Ukraine
Federation of Uganda Employers			Confederation of British Industries (UK)
Zambia Federation of Employers			

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