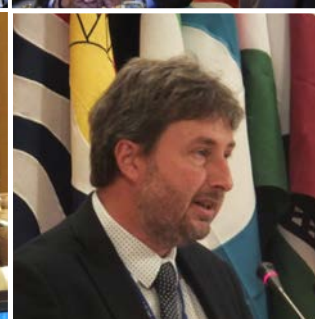




International Organisation of Employers
Organisation Internationale des Employeurs
Organización Internacional de Empleadores
The Global Voice of Business



ANNUAL REPORT 2015-2016





**THE IOE IS THE
LARGEST NETWORK OF
THE PRIVATE SECTOR
IN THE WORLD, WITH
A MEMBERSHIP
OF 156 NATIONAL
EMPLOYERS'
ORGANISATIONS
AND THE SUPPORT
OF MANY BUSINESS
PARTNERS.**



**IT IS THE GLOBAL
VOICE OF BUSINESS
FOR LABOUR AND
SOCIAL POLICY
MATTERS AT THE
INTERNATIONAL LEVEL.**

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What place for the IOE in a new era of Globalisation?

Dear Members and Partners,

Many of you will be familiar with the speech made earlier this year by Lionel Barber, Editor of the Financial Times, on the advent of "Globalisation 2.0".

For a President of an international organisation such as ours, Barber's comment that Globalisation 2.0 "...means the interdependence of several identities or cultures characterised by new forms of non-western modernity" had particular resonance. This was not a criticism of the "old" ways, which, he noted, gave the impetus to the rise of emerging economies that has resulted in an increase in the numbers of people living in market economies from 1bn at the end of the cold war to between 3bn and 4bn today. This was acknowledgement that the world is changing, that our interconnectedness grows ever wider, pulling in more and more economies from all regions of the world.

What does this mean for the IOE? With more than 155 members spanning the globe, and a growing number of partners, we have long recognised the value of our interconnectedness and diversity. Our experience of almost 100 years tells us that these characteristics enrich and strengthen our contribution to the global labour and social policy debate covering sustainable enterprises, international labour standards, business and human rights, skills development, labour mobility, female participation in the workplace, youth employment, and more.

This interconnectedness underpins the value of our organisation and allows us to bring a vibrant and truly global voice to the table at key international policymaking forums that impact the doing of business.

This is most clear to me when I lead the IOE voice in the G20 discussions. My message as



Co-chair of the B20 Employment Task Force is one that takes into account the needs of IOE members and partners within and beyond the G20; it reminds governments that monetary policy is not enough to stimulate global growth and calls on them to take responsibility now for wider structural reforms, specifically to create dynamic labour markets that create economic growth and employment opportunities for all.

I feel confident that the IOE is ready for "Globalisation 2.0" - let's continue to be enriched by our shared, diverse experiences and expertise as employers and businesses and to strengthen our voice year on year in the international policymaking arena.

Daniel Funes de Rioja
President

Optimising services to members and partners

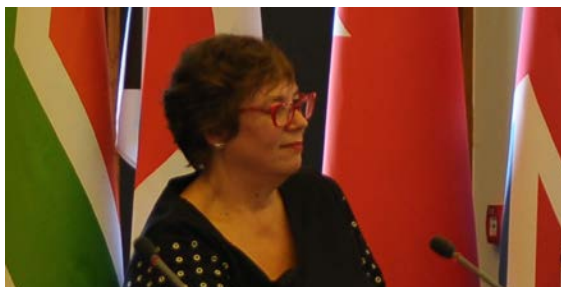
Dear Members and Partners,

Having just completed my first year as Secretary-General, I would like to reflect on the work of the IOE Secretariat over this period and introduce our key activities as we strive to improve our services.

With a former career in large private sector organisations, I have been struck by the sheer volume, range and depth of activity undertaken by the relatively small IOE Secretariat. This is all the more impressive given that the Secretariat has been called upon to do more with less during recent times to fulfil the IOE's objectives and to add value to our members' own service offer.

To this end, we have developed new ways and means of communication. Although it is great meeting our members face-to-face, and I have been enriched by the many I have met personally this year, it is not always practical, nor do our financial means always allow it. During this reporting period, we have therefore made more frequent use of videoconferencing (WebEx) to gather our global network around key topics of concern such as supply chains, women's economic empowerment, business and human rights, labour migration, international labour standards and more.

We have increased our social media engagement, with three Twitter feeds: in English @ioevoice, in French @oievoix and in Spanish @oievoz, creating additional channels for us to connect with each other and the world, and to demonstrate that we are a strong, global community with a common goal of creating wealth and jobs in a resilient and sustainable business environment. We can now amplify our message and yours via more than 1,000 followers. Our Facebook page provides an additional venue to share information and experiences as a community. We are developing our LinkedIn and YouTube presences, where we have posted interviews to bring you up-to-date with activities. And in February, I launched my "supply chain" blog, which provides a new format for conveying the business message, as well as stimulating external interest and engagement in the business position.



The amount of printing has been reduced. Instead, we are enhancing our main "all year" website as a one-stop shop for employer resources, as well as launching a new website for the 2016 International Labour Conference to ensure that you are fully equipped to participate in the work of the Conference and achieve the best outcomes for your constituents back home.

Technology allows us to report to you regularly through more than 300 communications/news posts per year and more than 20 newsletters. You can see where we are on your behalf on any given day on our website calendar.

This annual report sets out broadly what we have achieved over the reporting period, but if you want to dig deeper, you are invited to consult page 47 of the electronic version of this report, which provides quick links to key pages where you can access news, events, document archives and IOE contacts.

We are firmly focussed on improving our services and engaging on topics that matter to you most: sustainable enterprises, international labour migration; the 2030 development agenda; education and skills; human rights and CSR; transition from the informal to the formal economy; supply chains; diversity; industrial relations; and the future of work.

On behalf of the whole IOE team, I would like to take this opportunity to thank our members, networks and partners for their support of all kinds during this year. We look forward to further consolidating the IOE as the peak international employers' organisation and the global voice of business.

Linda Kromjong
Secretary-General

Linda Kromjong

THE YEAR IN REVIEW

June

Alongside our substantial work in the International Labour Conference, featured later, June saw the IOE hold its Second Annual Leaders Forum to take advantage of the presence in Geneva of a high number of key figures from our membership.



Chaired by IOE President, Daniel Funes de Rioja, and moderated by Secretary-General Linda Kromjong, the event welcomed more than 100 participants from member federations, international organisations and companies to explore challenges and opportunities for small and medium sized



enterprises (SMEs), and to recognise the key role they play in creating wealth and jobs.

Panellists featured Usman Ahmed of eBay Inc, who talked about supporting SME expansion in the digital age; Tata Chemicals Managing Director, R. Mukundum presented his company's entrepreneurial history; Jacqueline Mugo of the Federation of Kenya Employers showed how FKE's "Female Future" programme



is empowering women entrepreneurs; IBEC CEO Danny McCoy illustrated how employers' organisations can effectively advocate for policies that promote entrepreneurship; Mthunzi Mdwaba, IOE Vice-President for Africa, put the spotlight on the important issue of SME productivity, and more. Following the Forum, the Employers' Federation of Western Switzerland (FER) hosted a reception at

their headquarters in Geneva, providing an additional informal venue for networking.

On 11-12 June, Daniel Funes joined Ibero-American Presidents in Madrid for their 26th meeting to exchange views on priorities for businesses in the region to inform the Ibero-American labour ministers and Heads of State, who will next meet in Cartagena, Colombia in October 2016.



The IOE continued to support the Latin American Institute for Organisational Management (ILGO) by contributing to courses for employers' organisation professionals. Senior Adviser, María Paz Anzorreguy supported the 2015 session in San José, Costa Rica from 14 – 21 June.

In preparation for the December 2015 Summit to take place in Addis Ababa, dedicated to the post-2030 development agenda and the COP



21 Climate Change Conference in Paris, Senior Adviser for the Africa region Frederick Muia was invited to Bangkok by the EU organisers to present the IOE's perspective on the role of the private sector in development cooperation, particularly with regard to the anticipated post-2015 sustainable development goals (SDGs) which were endorsed in September.

As part of the IOE's work with a range of UN agencies, Adviser Alessandra Assenza spoke for business at an ILO/UNODC meeting, calling for the cooperation of all stakeholders in addressing abusive and fraudulent recruitment. The programme aimed to facilitate the exchange of good practice to inform policy debate.



The second pillar of the IOE's Strategic Framework is firmly embedded in supporting employers' organisations, recognising the work they do at national, regional and international level. Towards the end of June, Deputy Secretary-General Roberto Suárez Santos was a contributor to the forum organised by the Bulgarian Chamber of Commerce & Industry in Sofia to mark their 120th anniversary – a true milestone in the history of employer representation. The role of business organisations in promoting an enabling environment for enterprises, as well as bolstering entrepreneurship, especially among young people, were Mr Suárez's key topics as he congratulated the Chamber on their many achievements.

Building employer capacity gives the IOE many opportunities to meet directly with companies and to provide updates - business and human rights being one of the most frequent issues. One such occasion was the IOE-BDA Business & Human Rights Conference in Berlin, where Regional Vice-President for Europe Renate Hornung-Draus and IOE Senior Adviser Mr Matthias Thorns gave presentations on the current trends and developments at international level.

The IOE continued to support the EU-sponsored "CSR for All" initiative as it moved into Phase II. Designed to strengthen CSR in Southeast Europe, the focus was now on awareness raising and capacity building for sustainability reporting. Two further IOE members joined the TISK-led project: The Serbian Association of Employers and The Bulgarian Chamber of Commerce and Industry. The role of employers' organisations in disseminating CSR know-how and training was recognised by participating companies who credited their representative organisations with the power

to foster a modern CSR culture. The IOE was instrumental in the launch in January 2016 of the comprehensive compilation of CSR best practice guides, including the revised English, and an Arabic version.

July

Matthias Thorns returned to Istanbul for steering committee work with TISK on Phase II of "CSR for All", establishing activities for the remainder of the year and welcoming the new associates.

As IOE Adviser for the Asia Region, Dr Thannaletchimy Thanagopal had frequent engagement with Asia-Pacific-based members throughout the reporting period and travelled to Singapore to participate in a Global Conference on Women in Business and Management organised jointly by the Singapore National Employers' Federation (SNEF) and ILO. The Conference aimed to facilitate sharing solutions in the regional context for accelerating women's progress. Dr Thanagopal was a resource person for the event, undertaking an in-depth interview over three days with company panel members to explore their experiences and good practices on advancing female leadership within their companies.



In the context of fostering European human rights policies, Matthias Thorns was a panellist at a FRAME Workshop "Towards more effective engagement between the EU and Non-State Actors on Human Rights" which heard perspectives from different stakeholders on the main issues around EU engagement with business, international financial institutions,

civil society organisations and human rights defenders to advance related policies and inform research. While in London, Mr Thorns also participated as a business voice in a multi-stakeholder consultation on the Corporate Human Rights Benchmark Initiative, where he contributed to the discussion on the methodology and on the initiative going forward.

The IOE supports the work of sectoral employers' organisations and is a regular participant in the Annual Labour Relations Committee meeting organised by the International Chemical Employers. Dr Thanagopal updated the 2015 meeting on the IOE's engagement in sectoral activities and ongoing ILO reform in this area.

In line with the IOE's support of international policy coherence across a range of issues, human trafficking being a prime example, Adviser Amelia Espejo continued her work with OSCE, informing the Conference "People at risk: combatting human trafficking along migration routes" with the employers' perspective. The clear focus for this Vienna Conference was on exchanging best practice and key learnings.



The World Business Council for Sustainable Development (WBCSD) is a key IOE partner in promoting the respect for human rights across business operations. This month, the IOE and WBCSD joined with BDA to lead a side event for business at the first session in Geneva of the open-ended intergovernmental working group (IGWG) tasked with drafting a binding international treaty on business and human rights (the "Ecuador Initiative").

Thanks to the IOE's longstanding official consultative status in the UN system, Matthias Thorns participated in the first session of the IGWG, which conducted deliberations on the content, scope, nature and form of the future international instrument. The IOE's position was that any new treaty should support the impressive uptake by business of the UN Guiding Principles on Business and Human Rights (UNGPs); strengthen national implementation by requiring States to produce National Action Plans (NAPs) and report back to the UN supervisory mechanisms on measures taken; and consider further measures to increase peer pressure between States to strengthen implementation of the UNGPs.

Remaining on the CSR/business and human rights theme, Secretary-General Linda Kromjong contributed to a Turin workshop by presenting the main themes in global industrial relations and CSR debates, providing an overview of the principal international instruments; the challenges in global supply chains and how these debates are impacting business. The workshop was a joint initiative of European employers' organisations BDA, MEDEF and Confindustria and brought together staff members from national, sectoral and regional organisations in EU member States, as well as EU-candidate countries, to receive updates, advice and guidance on supporting companies in exercising CSR.

Members of the IOE Management Board are also highly active on behalf of the global employer community. From 13-16 July, Jacqueline Mugo, board member for Africa, Executive Director of the Federation of Kenya Employers and Secretary-General of Business Africa, participated in the 3rd UN Conference on Financing for Development in Addis Ababa. The meeting sought to assess progress made in the implementation of the Monterrey Consensus and the Doha Declaration and to identify obstacles and constraints encountered in the achievement of objectives. There was the opportunity to address new and emerging issues, including the need to support the UN development agenda beyond

2015. Ms Mugo contributed as a panellist and moderator in a session on building a strategic framework for working for and with the private sector towards achieving the African Union "Agenda 2063".

Looking ahead to the 2016 International Labour Conference (ILC), Matthias Thorns organised an on-line discussion to begin preparation over the coming months of the important Conference agenda item "decent work in global supply chains".

As part of the IOE's ongoing commitment to the 1998 ILO Declaration on Fundamental Principles and Rights at Work, Amelia Espejo supported the employer participation in the meeting of the ILO Child Labour Platform in Geneva. The IOE co-chairs the platform with ITUC and views it as an important venue for developing practical solutions for businesses to address and reduce the incidence of child labour in supply chains.

You will read later in this report of the many areas of engagement of the IOE's Policy Working Group on Labour Migration. In July, Group Chair Ms Ronnie Goldberg (USCIB) and Senior Adviser Frederick Muia presented at an experts meeting in Geneva hosted by our close partner the International Organisation for Migration (IOM), which aimed at developing the IOM's IRIS protocol for ethical recruitment.

August

Alessandra Assenza travelled to Tashkent, Uzbekistan to contribute the employer perspective, and support our member the Uzbek Chamber of Commerce and Industry, at an ILO Roundtable for national constituents on the implementation of the Decent Work Country Programme. This provided the occasion to apprise the member on future ILO capacity-building activities.

With the 2015 International Labour Conference having concluded the two-year discussion on transitioning from the informal to the formal economy, a timely tripartite debate took place in Buenos Aires, Argentina on the national

situation with regard to informality. Daniel Funes participated as a speaker and María Paz Anzorreguy supported the organisation of the meeting.

From there, Ms Anzorreguy travelled to Santiago, Chile, then to Asunción, Paraguay to participate in the launches of the ILO Global Report "Women in Business and Management: gaining momentum". The IOE supported ACT/EMP in the co-organisation.

A regular participant in MEDEF's traditional "Summer University" programme, the IOE was represented by Roberto Suárez. The two-day programme reviewed the current environment for business in France, as well as globally, and had a special focus on youth unemployment and emerging technologies.

September

The IOE represented the global employer community in 12 countries in September across a range of social and labour policy areas.



The ILO Symposium on Trade and Employment in Developing Countries took place in Geneva early in the month. Dr Thanagopal was there, contributing to discussions on presentations by leading researchers of their analysis of developing countries leveraging trade for social progress and inclusive development. The participants discussed the interconnections between trade and informality, inequality, and workers' skills, and looked at how trade agreements impact the labour market.



With the G20 under the presidency of Turkey, the B20 held their September conference in Ankara and presented employment recommendations to the joint consultation of the G20 finance and employment ministers – a rare opportunity for employment issues to be discussed with fiscal policymakers within the G20 process. Several discussions were led by Daniel Funes, who presented five key measures for creating jobs by stimulating private sector-led growth: pursue sound macro-economic policies such as price stability and fiscal prudence; develop infrastructure strategies at the country level linked to G20 growth aspirations; encourage open and competitive markets, and resistance to protectionism in all its forms; put in place labour market policies that promote flexible work arrangements and support SMEs by improving access to finance.



Youth unemployment remains a central concern, with youth entrepreneurship considered by the IOE as a key means of addressing the issue. September saw María Paz Anzorreguy in Lima to support the organisation of, and participate as a speaker at, a Conference and Workshop on “What produces positive results in Youth

Employment: Youth Business Initiatives, Innovative Experiences?” The event was the venue for the presentation of the Regional Report on Youth Entrepreneurship elaborated by CIPPEC, Argentina, as well as summaries of similar studies covering Brazil, Jamaica, Mexico and Uruguay. The workshop was designed to inform ILO activity on the promotion of youth employment in the region with the involvement of governments and employers’ organisations.

With the implementation of the UN Guiding Principles always high on the agenda, the IOE participated in a meeting in London organised by Clifford Chance and the Global Business Initiative (GBI) on Access to Remedy. Matthias Thorns highlighted the value of constructive business engagement in developing access to remedy initiatives at international level.



More than 40 representatives of employers’ organisations, companies, the IOE Secretariat, the ILO, and Croatian government ministries came together in Dubrovnik on 10 -11 September for the annual meeting of IOE member federations from Europe and Central Asia.

Generously hosted by the Croatian Employers’ Association (CEA) and jointly organised with the IOE, the two-day meeting had a packed agenda which explored the challenges, opportunities and trends affecting the private sector across a diverse region.

As part of ongoing work on international labour migration, Frederick Muia presented the IOE’s perspective on the need for the mutual recognition of skills at the European Training Foundation Conference on “The Skills Dimension in Migration” in Brussels.

Ronnie Goldberg, Linda Kromjong and Matthias Thorns were in Atlanta in September for the annual IOE-Coca-Cola Co.-USCIB Business and Human Rights Conference, supporting the member and partner company in the organisation and participating in the panel discussions on the state of play in the current business and human rights policy and practice landscape.



A longstanding promoter of safe and healthy workplaces, the IOE's GOSH network held its second meeting of 2015 in Hamburg. Adviser Pierre Vincensini led its organisation in coordination with network member and host Airbus. Within his OSH portfolio, Mr Vincensini also continued to follow the ISO 45001 process for an OSH Management Systems standard and kept members apprised of progress. As an ISO Liaison Member, the IOE, which is allowed to comment but not to vote, was represented at the meeting by delegates from BDA (Germany) and FEB (Belgium) who joined some 90 other delegates. Several issues were raised around the current draft relating in particular to worker consultation in



"Assigning organizational roles, responsibilities, accountabilities and authorities as applicable" and in "Determining applicable controls for outsourcing, procurement and contractor". A task force was charged with undertaking further editing in consultation with the ILO. The next ISO meeting will take place in late May/early June 2016.

With the adoption in September of the post-2030 development agenda by the United Nations General Assembly – marking a key outcome in a process in which the IOE had contributed to the business perspective – the IOE launched "The Post-2015 Development Agenda and its Impact on Business", authored by Pierre Vincensini, and setting out how the private sector can engage further.



The IOE continued to be involved in the ILO's sectoral activities programme throughout this period. With a standing role in identifying, coordinating and guiding the employer participation in sectoral meetings, Adviser Jean Dejardin worked with the eight employers at the 21 – 25 September ILO Meeting of Experts to Adopt Flag State Guidelines for the Implementation of the Work in Fishing Convention.

Roberto Suárez contributed the international business perspective at a CEOE-BSCI CSR meeting in Madrid which was held to present the business social compliance initiative and to look into supply chain solutions that businesses have in place, especially in developing countries.

The Council of Europe's drafting group on business and human rights continued its work and the IOE's official observer status

allowed Matthias Thorns to participate in the 5th meeting in Strasbourg. He presented the employer position on the elaboration of one or more non-binding instruments.



Meanwhile, Roberto Suárez Santos was supporting Ecuadorian member, Federación Nacional de Cámaras de Industrias del Ecuador, at their XII Industry Congress which was held to promote discussions on private and public policies to encourage industrial development, to analyse the national business environment and influence policies at national and regional level.



His Latin American journey also took him to Santiago, Chile to provide ongoing support to the Confederación de la Producción y del Comercio (Chile). There, he lent the weight of the global employer community to local business opposition to labour reforms tabled for adoption in 2015. The government's controversial proposal intended to enforce trade union representation as the only legitimate channel for collective bargaining at company level – even if workers had freely chosen a satisfactory and functioning alternative. A collective workers' right to strike was also provided for in the reform, which severely curtailed the liberty of employers to reorganise their own business during strike action. The IOE and CPC (Chile) expressed strong objections to these reforms through several channels and the IOE requested the ILO to assume a neutral role over this issue.

During the last week of September, Dr Thanagopal presented the business perspective at the ILO Inter-Agency Task Team (IATT) Meeting on Workplace HIV Policy and Programmes and Private Sector Engagement in Geneva. The meeting looked at draft indicators for measuring HIV-related stigma and discrimination in the workplace; SME responses to HIV and AIDS, and HIV in private sector insurance policies and products.

Gender inequality persists around the world and the IOE is increasingly engaged in the search for solutions. Linda Kromjong and Thannaletchimy Thanagopal participated in the launch in Geneva of the World Bank Group's 2016 report "Women, Business and the Law" which sets out the latest data on legal and regulatory barriers to women's entrepreneurship and employment in 173 countries. Linda Kromjong contributed tangible solutions, making the business case for women's economic empowerment.





October

María Paz Anzorreguy was in Washington, DC in early October as coordinator of the Business Technical Advisory Committee on Labour Matters (CEATAL) to the Organisation of American States (OAS) for the second preparatory meeting of the Inter-American Conference of Ministers of Labor (IACML). She supported CEATAL representatives in the negotiation of the text of the declaration and plan of action of the forthcoming IACML with trade union and Ministry of Labour representatives of the Americas.

Also during this period, Matthias Thorns continued his work on the “CSR for All” project, travelling to Ankara to lead a “train the trainers” session co-organised with the Turkish Confederation of Employer Associations (TISK).

supported the employer representation at this meeting, which aimed to review, amend and adopt draft policy guidelines on a just transition towards environmentally sustainable economies and societies for all based on



The supply chain debate featured heavily in IOE activity over this period and Linda Kromjong was a panellist at the break-out session “Due diligence for freedom of association and collective bargaining” at the OECD Roundtable on Due Diligence in the Garment and Footwear Supply Chain in Paris.

Early October also saw Pierre Vincensini and Thannaletchimy Thanagopal participate in the ILO Meeting of Experts on Sustainable Development, Decent Work and Green Jobs in Geneva. The IOE organised, coordinated and

a compilation and review by the Office of country experiences and sectoral strategies. The eight Employer experts from different regions were led by Ms Vanessa Phala of BUSA (South Africa).

The IOE is actively involved in the work of the Council of Europe, with a particular focus on implementation of the 1961 and revised European Social Charter, and sits with representatives of governments and

workers on the Governmental Committee of the European Social Charter which meets twice a year and examines how State parties to the ESC are implementing the provisions. Each meeting examines the application of a pre-determined number of provisions in all the countries where conclusions of non-compliance have been reached. Several of these provisions directly affect employers where they relate to working conditions, the right to organise and the right to collective bargaining etc. In October, Alessandra Assenza contributed to the meeting on the application of the labour rights provisions of the ESC. She subsequently authored the IOE information paper "The European Social Charter and its supervision – the role of the IOE".



A highlight of this year was the First Annual Employers' Summit in Bahrain. Co-organised with the Bahrain Chamber of Commerce and Industry, this was a forum for more than 200 employers' organisations, businesses, and high-level policymakers from international institutions around the world to exchange views on pressing issues for employers. It concluded with the signing of the Bahrain Declaration, which reaffirmed the global employer community's commitment to the 2030 development agenda.



Continuing support to members, Jørgen Rønne, Linda Kromjong and Roberto Suárez travelled to Doha for a meeting with the Qatar Chamber of Commerce and Industry to present and discuss business and human rights developments and how social dialogue and international labour legislation can contribute to sustainable enterprises. The IOE delegation complimented those local companies who were leading the way in providing standards for working conditions in Qatar.



Frederick Muia continued to consolidate partnerships with key organisations engaged in migration policy. October took him to the 2015 Global Forum on Migration and Development (GFMD) Civil Society Days in Istanbul, where he provided the necessary international business perspective. On 14 – 16 October, he participated in the 8th GFMD Summit on "Human Mobility for Sustainable Development" where the future of GFMD-private sector cooperation was on the agenda, thus securing a pivotal role for the IOE in 2016 to provide the mechanism to operationalise GFMD-private sector engagement.

The IOE has long valued its partnership with the Business and Industry Advisory Committee to the OECD (BIAC) and regularly contributes to committee meetings. Thannaletchimy Thanagopal travelled to Paris for the 14 October Economic Policy Committee meeting.

On 19 October, Matthias Thorns organised a meeting of the IOE CSR and Business & Human Rights Policy Working Group in Rivonia, South Africa, and via WebEx, to present updates and possible approaches to meeting international human rights obligations.



As a strong advocate for strengthening social dialogue as an important means to harmonious industrial relations, the IOE has been involved for some time in the European BATOS (bipartism as a tool for success) project. Alessandra Assenza travelled to Zagreb, Croatia, to give a presentation on 19 October on “The role of social partners in promoting bipartite industrial relations” during the final Conference of the project.

The IOE and the International Training Centre of the ILO (ILO-ITC) in Turin have a fruitful and longstanding working relationship with the common aim of strengthening the capacity of employers’ organisations. As the ILO-ITC CSR and business and human rights project partner, the IOE provided training to companies, with Roberto Suárez leading a session on 19-20 October.

Advocating for non-standard forms of employment has been a recurrent theme in IOE activity in recent years. Thannaletchimy Thanagopal participated in the Flex Work Research Conference in Rotterdam in October on “Exploring non-standard employment in inclusive labour markets – key issues and metrics”. The event stimulated debate around how growing flexibilisation and particularisation of employment relationships brings possibilities for adaptation, development and innovation.



Towards the end of October, Government, employer and worker experts came together at the ILO to discuss priority safety and health issues in passenger and freight road transport. Among the main conclusions of the meeting, the Employers particularly welcomed the tripartite agreement on the need for mandatory medical certification of workers in the sector, as well as screening for alcohol and drugs use, the need for governments to invest in the development and improvements of infrastructure (roads, rest areas, etc.) and for renovation of vehicle fleets. In response to the increasing use of mobile applications to connect end users with drivers offering transport services, particularly taxis, the meeting also adopted a resolution calling on governments to establish a regulatory environment that put all the actors on an equal footing and facilitated the formalisation of transport service providers operating in the informal sector.



On 28 October, Linda Kromjong attended the signing of the ILO’s Business Charter on Disability by the members of the ILO Global Business and Disability Network.

She went on to The Hague to be a panellist on behalf of business in an International Conference on “Promoting Workplace Compliance including in Global Supply Chains: the role of Economic and Social Councils and similar social dialogue institutions”.



November

November began with the engagement of the IOE in the work of the ILO Governing Body, which is covered later in this report.

The 6th Meeting of the Council of Europe Drafting Group on Business and Human Rights also took place and BDA member Gesamtmetall was the business representative at the meeting on behalf of the IOE.

The November meeting of the BIAC-ELSA Committee took place in Paris and Thannaletchimy Thanagopal contributed to the planning for the OECD Future of Work Forum, as well as the 2016 OECD Employment Outlook.



As usual at this stage in the year, the presidency of the G20 was preparing to wrap up and the G20 Employment Working Group met informally in Geneva on 4 November to consider the conclusion of the G20 Turkish presidency and the employment agenda for the G20 presidency under China. This was in advance of the B20 Summit, as well as the G20 Leaders' Summit which took place in Antalya on 14-15 November. Phil O'Reilly, Employer member of the ILO Governing Body, presented the business recommendations which included a call for structural reforms to stimulate dynamic and inclusive labour markets.

IOE Policy Group work continued this month, with the 8th Meeting of the Industrial Relations Group together in Geneva to explore the IOE's contribution to the Future of Work debate.

The theme continued in Singapore at the ILO ACT/EMP Experts' Roundtable Consultation

Meeting on the Future of Work in ASEAN. The IOE's Asia adviser participated alongside leading academics, representatives of sectoral associations, business consulting firms, company representatives, economists and technology leaders from across the region as part of an ongoing ILO research project on the future of work in ASEAN.



The UN Human Rights Council held its Fourth Annual Forum on Business and Human Rights in Geneva from 16-18 November to discuss the state of play in the implementation of the UN Guiding Principles. The IOE joined with other business organisation in organising two side-events for companies to share challenges, successes, expertise and experience. Linda Kromjong underlined that the UNGPs had been a "game changer" in providing guidance for company efforts to respect human rights.

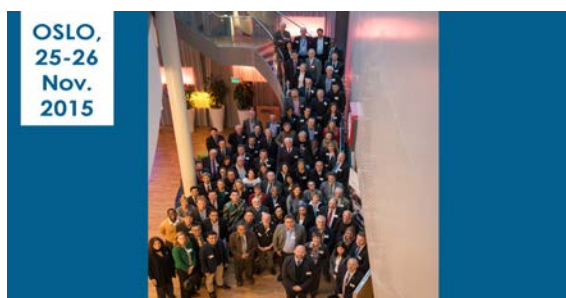
Still on this theme, Linda Kromjong was a panellist at a roundtable jointly organised by the Institute for Human Rights and Business, the Swiss Government and Wilton Park. The focus here was on ensuring that mega sporting events (MSEs) met the potential of their founding values in respecting human rights and social inclusion, and contributing to sustainable development. Ms Kromjong spoke on understanding the context and challenges, and there was a general call for a "stop talking, start doing" approach to ensure human rights due diligence was at the heart of MSE organisation.

The IOE Vice-President for the ILO, Mr Jørgen Rønne presented the Employers' Group's perspective at a MEDEF-organised meeting on

Global Supply Chains and Decent Work. The participants, including IOE board member Ms Garance Pineau of MEDEF, explored lessons learned from current research on GSCs, the tools used by multinationals to evaluate working conditions throughout their supply chains, and the role of the ILO.

November saw the IOE continue its engagement in ILO sectoral activities, with Jean Dejardin supporting employers from Nigeria, Honduras, Trinidad & Tobago, and Venezuela at a Global Dialogue Forum on Good Practices and Challenges in Promoting Decent Work in Construction and Infrastructure Projects.

As part of ongoing work with the Office of the High Commissioner for Human Rights (OHCHR) Matthias Thorns provided the business perspective in multi-stakeholder talks on the OHCHR "Accountability and Remedy" project which seeks to provide guidance and recommendations to States on the effective implementation of the "access to remedy" pillar of the UN Guiding Principles on Business and Human Rights (UNGPs). Mr Thorns emphasised that the project should push States to complete and follow through with National Action Plans (NAPs) to implement the UNGPs. This, he said, was "... the clearest path to ensuring appropriate and effective remedy" and to facilitating coherence and compliance.



Amelia Espejo was in Oslo in November to inform the debate and articulate the employers' position at an FFA-ILO International Experts Meeting on labour exploitation in the fishing sector in the Atlantic. There was an open exchange of best practices, which provided a concrete opportunity for cooperation towards improving the situation.

The IOE is charged with coordinating the participation of Asian employers' organisations in the Asia-Europe Meeting (ASEM), an informal process of dialogue and cooperation bringing together the 28 European Union member states, two other European countries, and 21 Asian countries and the ASEAN Secretariat. Dr Thannaletchimy Thanagopal contributed the IOE member position at the 15th Informal ASEM Seminar on Human Rights and Trafficking in persons.

During this period, María Paz Anzorreguy was supporting the organisation of a seminar in La Paz, Bolivia in collaboration with the ILO, which sought to promote the principles of the MNE Declaration among multinational companies and to discuss the key elements of a sustainable environment for business.



At the same time, Jean Dejardin was in Barcelona at the Mediterranean Week of Economic Leaders for the launch of the Mediterranean Hotels and Restaurants Association, where he presented the IOE's role in coordinating the employer participation in ILO sectoral activities, particularly for the hotel and restaurant sector.

Monitoring and advising on responses to trends in industrial relations is a key area of work and on 26 November Linda Kromjong contributed to a MEDEF meeting on Transnational Company Agreements: issues, approaches and current practices. Ms Kromjong addressed the increasing internationalisation of industrial relations and new forms of regulation.

The future of work is being widely debated and later in this report we set out our focus areas within this far-reaching topic. Roberto

Suárez joined the European Labour Law network to provide the employer perspective at a seminar exploring the impact of digitalisation on regulating working conditions and labour mobility within the EU. In parallel, Thannaletchimy Thanagopal was attending a meeting in Geneva on The Future of Jobs: Linking Technological Change and Skills Policies. The meeting discussed innovative approaches to skills policies in an evolving employment landscape characterised by productive transformation.



Meanwhile, Linda Kromjong and Frederick Muia were in Addis Ababa, Ethiopia to support members at the 13th African ILO Regional Meeting. Here, the ILO's tripartite constituents from 45 countries, along with key political, economic and social actors, addressed the imperative of promoting inclusive and job-rich growth through decent work in Africa. The meeting concluded with the signing of a Declaration focusing on Goal 8 of the SDGs. The Employers particularly welcomed the priorities established around improving the environment for sustainable enterprises – large and small; promoting a conducive business and investment environment and fostering entrepreneurship.

Towards the end of November Jean Dejjardin and Thannaletchimy Thanagopal coordinated and supported the employer participation in an ILO Global Dialogue Forum on Employment

Relationships in Telecommunications Services and in the Call Centre Industry. The Employers were led by Ms Beverly Jack (South Africa) and the meeting agreed on a set of conclusions with which the employers could be satisfied.

December

December saw Pierre Vincensini at WHO, where he participated in a meeting to reinforce the role enterprises can play in the prevention and control of non-communicable diseases (NCDs). The meeting was organised by WHO to provide a platform for an interactive multi-stakeholder discussion on how international cooperation can be strengthened within the framework of North-South, South-South and triangular cooperation.

Skills and employability are a key focus of IOE work, taking Thannaletchimy Thanagopal to the European Academy for Taxes, Economics & Law meeting on Developing Your Students' Employability, in Berlin. She provided the employer perspective on the skills needed in the labour market so that institutions of higher education can adapt curricula to address the mismatch.



The highly anticipated UN Climate Conference (COP 21) took place in Paris from 30 November to 11 December and achieved a universal,

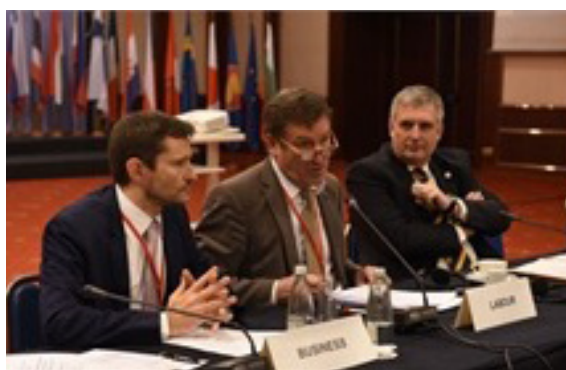


legally binding global climate agreement. Pierre Vincensini participated in several business-orientated events and authored the IOE guidance paper "Climate Change and its Impact on Business".

Also in December, the IOE supported the Global African Investment Summit in London, with Regional Vice-President Mthunzi Mdwaba playing a leading role in showcasing Africa for investment.

The IOE is involved in many areas of ILO activity, including the current revision of the International Classification of Status of Employment (ICSE). Dr Thanagopal provided assistance to the employer experts who attended the 2-4 December 2nd ILO Working Group Meeting to discuss the scope and timeframe for the revision of ICSE-93.

Support to the IOE-BIAC initiated Global Apprenticeships Network (GAN) is a priority contribution to addressing youth unemployment. As a board member, Linda Kromjong participated in the GAN Impact Workshop on Future Jobs, Future Skills, which took place in Madrid in December.



Continuing support to Asia employers' organisations, Roberto Suárez supported members at the 5th ASEM Labour and Employment Ministers' Conference in Sofia, which focussed on dialogue and cooperation as a key contribution to global efforts towards sustainable development and poverty eradication.

The XIX Inter American Conference of Ministers of Labour of the Organisation of American



States met in Cancun, Mexico in early December. As joint coordinator of the meeting of Employers and Workers (CEATAL/COSATE), María Paz Anzorreguy supported the drafting of the CEATAL and joint CEATAL/COSATE declarations, and assisted the Employers in calling for the promotion of education, entrepreneurship and investment to combat youth unemployment in the Americas.

The IOE has a longstanding working relationship with the World Bank Doing Business team and Dr Thanagopal participated in the December WB Labour Market Regulation Workshop in Washington, DC to consider the key findings of the Doing Business 2016 report. The meeting explored the future of the labour market regulation indicator.



Preparing to shape the employer position in the global supply chain discussion at the 2016 ILC, Linda Kromjong, Roberto Suárez and Matthias Thorns participated in the Experts' Workshop in Bangkok. Jointly organised with ACT/EMP, the meeting had objectives of bringing together the full range of business actors in the supply chain - suppliers, buyers, sectoral associations and employers - with the aim of enhancing understanding of the impact of supply chains on competitiveness and productivity; discussing job creation and working conditions;

identifying possible areas of work for the ILO and discussing the successes and shortcomings of ILO supply chain interventions thus far; anticipating the draft background report for the 2016 ILC discussion and formulating possible Employer approaches.



Also in December, the IOE coordinated the organisation of a CGEM-IOE-BA Social Partner Summit on Employment in Africa in Casablanca. Led by Jamal Belahrach, Chair of the African Employability Task Force, the Summit promoted a common vision among the African social partners on the issue of job creation. It successfully adopted a blueprint on employment, as well as related promotional strategies. Frederick Muia participated in the discussion, and as a panellist, and will continue to support the operationalisation of the blueprint.

The 21st Argentine Industrial Union Conference with the theme “A productive Argentina for the next decade”, took place in Buenos Aires on 14-15 December. Daniel Funes and María Paz Anzorreguy supported the participation of the private sector in debating the productive future of the country in the presence of high-level social actors from the public and private sectors.



Linda Kromjong co-chaired the second meeting of the year of the ILO Child Labour Platform in Geneva, underlining the importance of the platform to share learnings and experiences towards eradicating child labour in supply chains.

January



Alessandra Assenza contributed to the preparation of the OECD Future of Work Forum at a BIAC meeting, and participated in the Forum. This work informs the IOE's own contribution to the Future of Work debate which is outlined later.

As a board member of the UN Global Compact, Linda Kromjong participated at a regular meeting in New York in January, where she also had the opportunity to reaffirm to UN Secretary-General Ban Ki-moon the commitment of the private sector to the 2030 development agenda, noting that the IOE was “encouraging its members and their company affiliates globally to advance the Sustainable Development Goals (SDGs) through their operations, innovations and partnerships and to be part of the solution”.

On 18 January, the Secretary-General shared her expertise and experience of International Framework Agreements (IFAs) at a workshop organised by the IOE's Norwegian member NHO for its company members.

Meanwhile Pierre Vincensini was attending a COP21 debrief organised by “International Geneva” to explore how the Paris agreement will impact the work and collaboration of locally-based international organisations.



As official “networking partner” of the B20 under the Chinese G20 presidency, Daniel Funes and Matthias Thorns participated in the launch meeting in Beijing to discuss the priorities of the business community for the coming months. Daniel Funes co-chaired the B20 Employment Task Force where he identified five key inhibitors of dynamic labour markets and which he invited the G20 leaders to address, saying “I want the G20 to make ambitious commitments on the headline aim of Energetic Labour Markets and Adaptable Workforces.”



Jean De Jardin and Thannaletchimy Thanagopal were at the ILO from 26-29 January, supporting and guiding the employer participation in the Sectoral Meeting on OSH and Skills in the Oil and Gas Industry. The meeting recognised that existing OSH tools and mechanisms may require some innovation, but that the basis already existed.

In the context of the work of IOE’s Policy Working Group on International Labour Migration, which is set out later, Frederick Muia and Group chair Ronnie Goldberg participated in an IOE-organised event on 27 January.

Following International SOS coming on board as an IOE partner, Linda Kromjong participated in a meeting of the company’s executive management in Munich to set out future collaboration in line with the IOE’s and the partner’s missions.

February

With preparation for the 2016 ILC now gathering pace, Frederick Muia participated in the ILO Consultation Session on the revision of ILO Recommendation 71 (1944) – the transition from War to Peace Recommendation in order to articulate the employer perspective.

The G20 Employment Working Group met in Guangzhou on 2 February to discuss the process for 2016. The IOE was represented by board member Mr Y.K. Modi of India, who advised the meeting that the G20 employment workstream needed “a clear vision and

1st G20 Employment Working Group Meeting
Guangzhou, China 2-4 February, 2016



rigorous evaluation” and affirmed the employers’ commitment to its success.



On 3 February, Linda Kromjong was the guest speaker at the Federation of Kenya Employers (FKE) Executive Luncheon on the theme of “Taking Africa to the next level”.



Linda Kromjong presented the key role of the private sector in the development agenda, particularly the SDGs and Africa 2063, and said that companies such as Safaricom were national champions and would be key contributors to economic growth, wealth and job creation.

From there, she travelled to Arusha, Tanzania to support the Annual Meeting of the East, Central and Southern Africa Employers' Organisations' meeting. The theme was "Global supply chain management: maximising the benefits and minimising the risks." The audience shared experiences and Linda Kromjong gave a presentation, noting that "while negative issues and concerns were often under the spotlight in global supply chain debates, Africa, as a promising economic partner and future market, should not miss the opportunities that supply chains presented for enhancing growth, development and job creation."

The IOE also hosted a webinar on the supply chain topic to prepare the Employers' position for the 2016 ILC discussion and to give members and partners an update.

With the Future of Work the focus of a special IOE Task Force, a webinar was hosted on 16 February to discuss progress made by the three groups assigned respectively to explore employment, technological transformations and the evolving organisation of work. Outcomes will be presented at the 3rd Annual IOE Leaders Forum on 8 June.

With Alberto Echavarría of ANDI (Colombia) appointed Employer Vice-Chair, the

32-member strong First Meeting of the Tripartite Working Group on the ILO Standards Review Mechanism (SRM) took place from 22-26 February. The Employers had long pushed for this review to ensure that the ILO has a clear, robust and up-to-date body of international labour standards that respond to the changing patterns of the world of work and fulfil the twin purposes of the protection of workers and the needs of sustainable enterprises. The meeting made five recommendations to the March 2016 Governing Body related to the programme of work, the treatment of maritime instruments and the number of permitted Government advisers.

Roberto Suárez was in Madrid on 23 February to give a presentation to the CEOE Meeting on Business Engagement in the SDGs. He updated companies on the adoption of the post-2030 development agenda and the role of the private sector in achieving the goals.

María Paz Anzorreguy was in Washington, DC in February, supporting the Employer (CEATAL) contribution to the Inter-American Conference of the Ministers of Labor (IACML) of the Organisation of American States (OAS). Outcomes included the approval and definition

of activities for 2016-2017, and responsibilities and resources for follow-up to the Declaration and Plan of Action adopted in Cancun.

Meanwhile, Daniel Funes provided the keynote address at the LAMERG Conference – Latin American HR Challenges and Solutions in Miami, Florida. The meeting discussed the situation of the Brazilian, Mexican and Argentinian economies, managing responsible supply chains in Latin America, and enhancing employee engagement.

Towards the end of February, Roberto Suárez presented the global employers' perspective at an ILO Conference on long-term trends in the world of work and their impact on inequalities and middle-income families.

March



María Paz Anzorreguy was in Santiago, Chile for regional consultations for Latin America and the Caribbean on public policy for the implementation of the UN Guiding Principles



on Business and Human Rights in the framework of the 2030 development agenda. She informed the consultations with initiatives undertaken and in progress by IOE members on the basis of a compilation of best practices from members across the region.

On 3 March, the IOE hosted the Advisory and Steering Committee for the Mega Sporting Events (MSE) initiative to respect and promote human rights in the organisation of MSEs. The group briefed US Deputy Assistant Secretary of State, Scott Busby, and discussed plans for the multi-stakeholder MSE process in 2016.

Frederick Muia was in Turin on 7 March for a meeting with the European Training Foundation (ETF) to share perspectives on the skills dimension of migration, particularly the mutual recognition of skills, in the context of the IOE's work with the Global Forum for Migration and Development as it relates to EU neighbourhood countries.

Pierre Vincensini participated in a BDA workshop to raise awareness of the standard-setting role of ISO and the involvement of the German business community and company representatives to ensure such standards are workable. He presented the IOE's role in ISO 45001-related work around occupational safety and health management systems.

April

Thannaletchimy Thanagopal joined the BIAC-ELSA Committee discussion in Paris on the draft OECD Employment Outlook which is important in shaping business decisions and economic policies. Youth employment and the OECD jobs strategy were on the agenda.

As part of our ongoing work with ITC-ILO, Roberto Suárez presented the links between global industrial relations and CSR at a workshop aimed at guiding employers' organisations in advising their company members in this area.

Mr Suárez then travelled to Brussels to present to the European Commission the employers' key messages for the technical discussions at the upcoming ILC.



Meanwhile, IOE President Daniel Funes was in Washington, DC for B2O Task Force meetings, including the B2O Employment Task Force. He co-chaired the latter and underscored the need for the G20 leaders to implement structural reforms that create an enabling environment for enterprises. He highlighted the need to address youth unemployment by aligning education and training systems to labour market needs, both to give young people a future and in the interests of social stability.



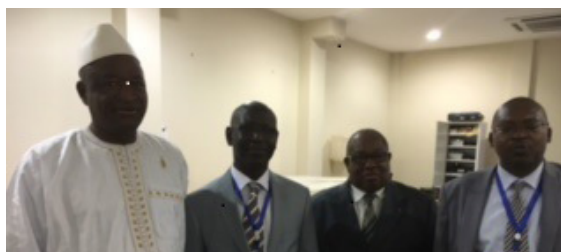
On 18 April, the IOE joined forces with GBI and the Qatar Chamber of Commerce and Industry to organise and host a workshop in Doha on the practical implementation of the UN Guiding Principles on Business and Human Rights. This preceded the UN Asia Regional Forum on Business and Human Rights where Regional Vice-President for Asia, Kamran Rahman, spoke in plenary on some of the barriers to the uptake of the UNGPs in the region – including the high prevalence of informality and deficiencies in governance in some countries. He also underscored some success stories, noting that compliance was a matter of “doing the right thing” as well as opening doors to international trade.

Linda Kromjong spoke on developments in the UN treaty process, urging the intergovernmental working group to consult more closely with business going forward and to build on the “protect, respect, remedy”



framework which already enjoyed international consensus.

Following up on the December decision of the Global Forum for Migration and Development (GFMD) to establish a business liaison mechanism, the IOE in its new role as secretariat, organised an awareness-raising meeting with the support of the Federation of Employers of Western Switzerland (FER). Mr Austin T. Fragomen, GFMD Business Advisory Group Chair, moderated the meeting and welcomed the new mechanism, saying that it promoted a much needed and stronger business voice in the global skills mobility debate.



In support of members in the Africa region, Frederick Muia was in Conakry, Guinea for the Employers' Organisation's National Congress, where he gave a presentation on the role of employers' organisations in the economic and social development of their countries. He highlighted the importance of providing opportunities for young people and the value of the IOE-initiative Global Apprenticeships Network for sharing experiences and expertise.

Meanwhile, Matthias Thorns was conducting CSR training alongside ILO at a capacity-building workshop at the Chamber of Commerce and Industry of Uzbekistan.

And to round off April, Linda Kromjong supported the annual employers' assembly

Consecomercio in Venezuela and had a meeting with Fedecamaras.



May

The last month in our reporting period began with Linda Kromjong in Cartagena, Colombia for the IX Ibero-American Conference of Ministers of Labour. The Secretary-General was a panellist on the topic of “Youngsters in the Future of Labour” and took the opportunity to meet with our member, ANDI.



Roberto Suárez was also in Latin America in May meeting with the Executive Committees and Presidents of Concamin and Coparmex, our members in Mexico, continuing to Guatemala to attend the Annual Congress of the Employers’ Organisation of Guatemala.



On 5-7 May, the First African Employers’ Summit took place in Naivasha, Kenya.

Frederick Muia contributed a presentation on employment and employability, underscoring the recently launched African Employers’ Blueprint for Employment as a reference. The Summit brought together employers’ organisations, private and public sector decision-makers, among other key stakeholders, to deliberate and design an employment strategy for Africa that underscored the importance of entrepreneurship and a business-friendly environment.

During this period, Roberto Suárez travelled to Dubai for the World FZOs 2nd Annual International Conference where he spoke on the policy implications of global value chains. He took the opportunity to hold meetings with our member, the Federation of Chambers of Commerce of the United Arab Emirates.

With business and human rights always high on the agenda, Linda Kromjong was in Amsterdam to participate in the EU Roadmap to Business and Human Rights Conference, followed closely by the 5th Global Reporting Initiative Conference where she was also a panellist on the topic of Innovation for Sustainable Development – the role of private sector collaboration.

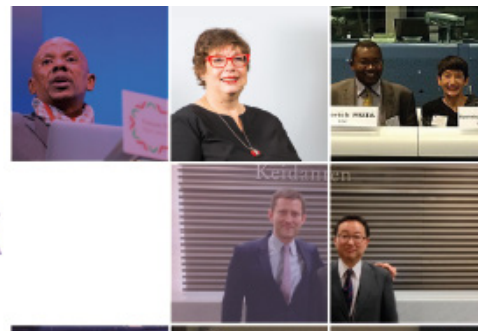
Towards the end of May, Matthias Thorns travelled to Turin for an ITC-ILO Workshop on Global Industrial Relations and CSR, where he made a presentation on the policy instruments and debates at international, European and national levels and participated in the wider debate.



The Secretary-General completed the year’s travel in New Delhi, India, where she had the opportunity to showcase the work of the IOE to the CIETT Annual World Employment Conference with a presentation on “How to monitor and enforce regulations on private employment agencies – a global perspective.”

TOWARDS OUR STRATEGIC OBJECTIVES

STRATEGIC FRAMEWORK 2015 - 2017



The IOE's Strategic Framework adopted by the General Council in 2015 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 previous 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 remain earmarked for the International Labour Conference (ILC), the three sessions of the Governing Body (GB), Sectoral and Experts' meetings, and for 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.

104TH SESSION OF THE INTERNATIONAL LABOUR CONFERENCE (2015)



After many years of Employer advocacy, the 2015 Session of the ILC trialled a shorter, two-week, format which was deemed a success by all constituents. The IOE provided a micro-site to facilitate and enhance members' experience of the Conference - a "one-stop shop" for all the relevant reports, guidance, news and key messages.

Looking back to 2014, the Committee on the Application of Standards (CAS), had been beset with difficulties, with no conclusions being agreed for most of the individual cases on the list. Underlying this situation was the crisis in the ILO's standards supervisory system.

But much progress was made in early 2015 when the tripartite constituents reached a common

understanding. This made for a 2015 CAS that was characterised by a spirit of constructive collaboration. Thanks to a new approach to crafting the conclusions of the individual cases with the early and active involvement of the constituents, the outcomes were straightforward, concrete and relevant in guiding the Member States in complying with implementation of ratified conventions in national law and practice. These developments also set in motion a process to improve the supervisory system, including a review of international labour standards (ILS) through a Standards Review Mechanism (SRM).

The Employers' Group in the CAS was led by Sonia Regenbogen (Canada). In the General Discussion, she welcomed the formal clarification



of the Committee of Experts' opinions and recommendations as "non-binding". This is important for employers to reference when a change of regulation is being discussed at national level, or when domestic jurisdictions refer to Experts' recommendations as definitive interpretation of ILO instruments.

Despite this positive development, the Employers had again to express objection at the Experts' interpretation of a "right to strike" in Convention 87, as well as the growing number of Experts' requests for governments to bring their law and practice in line. Finally, it was recorded in the CAS report that controversial issues, or fundamental disagreements between the Groups, e.g. with regard to Convention 87, would not be reflected in the conclusions, only in the recorded proceedings of the discussions.

The General Survey discussion related to freedom of association and collective bargaining of rural workers. The Employers argued that obstacles to the full enjoyment of these rights were often a result, not of poor legal frameworks but of the intrinsic nature of the rural economy and advocated for measures to create the conditions for an enabling environment for enterprises in the agricultural sector, such as the promotion of investment, entrepreneurship and



the modernisation of means and methods of production.

With the Employers under the leadership of Alex Frimpong (Ghana), the Committee on the Transition from the Informal to the Formal Economy, completed its "double discussion" and adopted a Recommendation that guides Member States in implementing practical measures to support transition. There was agreement with the Employer position that for transition to be achieved, Member States had to adopt measures including establishing an inclusive growth strategy that promotes the expansion of the formal economy and the creation of decent and productive employment, and promoting a conducive environment for business development and investment.



Victoria Giulietti (Argentina) led the Employers in the Recurrent Discussion on Social Protection, which aimed at assessing the performance of the ILO with a view to future action. Focussing on wage policies, working time, occupational safety and health and maternity protection, the discussion sought to identify gaps in coverage, level and compliance.

The Employers argued that levels of protection should not excessively increase the costs of employment as lifting employment, including through flexible work arrangements, was the best means to ensure protection. They also underlined that compliance was linked to reasonable levels and extents of coverage. Despite differences of opinion with regard to collective bargaining issues and public procurement, the conclusions called for the constituents to work together in addressing the challenges to ensuring adequate labour protection for those who needed it, and through appropriate and innovative measures

that reflect the changing nature of the world of work and diverse national circumstances.



The Employer participation in the Committee on SMEs and Employment Creation was led by Garance Pineau (France). This had been placed on the agenda at the request of the Employers in view of the crucial contribution of SMEs to job creation and income generation and with the

aim of generating a better understanding of the diverse needs and realities of ILO constituents in the area of SME development.

The Employers' objectives were achieved in conclusions that provide the basis for an ambitious ILO action plan adopted by the Governing Body. They stressed the importance of an enabling environment for new enterprise formation and sustainability; recognised the value of the ILO Enabling Environment for Sustainable Enterprises (EESE) tool and its potential as a basis for reforms; called on governments to simplify over-complex regulation; stressed the important role of employers' organisations in helping SMEs to thrive, and called for ILO capacity building in this area. Finally, they recognised that there is insufficient data on job quality in SMEs and requested that governments collect and report data on both the qualitative and quantitative aspects of SME development and employment.

325TH AND 326TH SESSIONS OF THE ILO GOVERNING BODY (OCTOBER/NOVEMBER 2015 AND MARCH 2016)

These GB sessions progressed the ILO "Standards Initiative", including the implementation of the Standards Review Mechanism (SRM), with its potential to take a fresh look at the classification of ILO standards according to their relevance to constituents. While review of the standards supervisory system in general was further advanced in March, the Employers called on the Director-General to take a more ambitious approach towards streamlining, simplifying and

consolidating the supervisory system based on the distinct mandates and functions of the individual components.

In October/November there was also tripartite support for improving the working methods of the Committee on Freedom of Association with a view to reinforcing its credibility and impact. The March GB was presented with a report outlining achievements to date, which included the creation



of a tripartite sub-committee which is expected to facilitate the management of cases with a view to better sharing the workload and an electronic update of the CFA Digest of Decisions and Principles.

Other agenda items at the 325th session dealt with ILC follow-up, including action plans, welcomed by the Employers, to support the transition from the informal to the formal economy, as well as the resolutions on SMEs and employment creation and on social protection.

The suitability of the new-format ILC was endorsed – bearing in mind that ways would be explored to address remaining challenges. Future ILC agendas were finalised, with agreement for a general discussion in 2017 on labour migration. Violence at work was placed on the 2018 agenda as a standard-setting item. (An experts meeting will take place in 2016.)

This 325th session also considered an evaluation of the ILO MNE Declaration, with modalities agreed in March 2016, as well as the preparation for the evaluation of the 2008 Social Justice Declaration, which will be the subject of a general discussion at the 2016 ILC. The 326th session decided to establish a tripartite ad hoc working

group to review the text of the MNE Declaration and to present its recommendations for possible adoption in March 2017.

Following the adoption of the Sustainable Development Goals (SDGs) by the UN General Assembly, it was fitting that in October/November the GB consider the ILO's role in achieving Goal 8 to promote “sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”.

The Employers recalled the major contribution of the private sector throughout the SDG-setting process. They called on the ILO to keep in mind the need to adopt a realistic and integrated approach that took into account the varying capacities of each country, as well as ILO resources, and to focus on targeted capacity building to allow the social partners to participate in national strategies for sustainable development.

The March session also considered the ILO “Enterprises Initiative”, during which the Employers stressed the importance of the ILO properly engaging with the private sector, adopting the strategy agreed at the June 2014 GB and reporting back on progress in March 2017.

ILO SECTORAL ACTIVITIES

With the ILO Sectoral Activities programme providing the IOE with a wider window on the real world of work, the IOE organised and supported the participation of employers from

sectors ranging from the oil and gas industry, transportation, telecommunications, construction and fishing in the dedicated meetings outlined under the Year in Review chapter.

WORKING WITH OTHER INTERNATIONAL ORGANISATIONS

The IOE enjoys a long-established reputation on the global stage and formal consultative status across the UN system and elsewhere. Thanks to its worldwide membership, it has the legitimacy to speak for the global employer community in international forums.

For these reasons, the IOE is regularly invited to speak as the global voice of business in the growing number of organisations where engagement with the private sector is mutually beneficial, such as OHCHR, the Human Rights Council, IOM, the World Bank, the Council of Europe, the EU, ECOSOC, ISO, G20, WHO, UN Global Compact, UNCTAD, UNDP, the Global Forum for Migration and Development (GFMD), the Global Reporting Initiative (GRI) and more.

We also work with other representative business organisations including BIAC, ICC,

BUSINESSEUROPE, Business Africa, the World Business Council for Sustainable Development, and more. Representatives of these organisations also enjoyed a platform at IOE events such as the Global Employers' Summit.

Advancing the business agenda internationally requires informed technical expertise and solid policy recommendations. These are forged in the IOE's five policy working groups and a recently dedicated Future of Work Task Force.

The outcomes of the work of these groups are fundamental to engaging in effective advocacy, supporting and strengthening member organisations and equipping global companies for success in a global environment.

IOE POLICY WORKING GROUPS

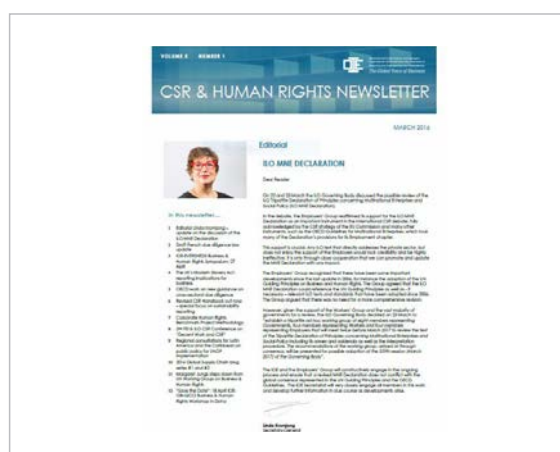
With a view to creating added value, to harnessing the rich knowledge and experience of IOE members and partner companies, to providing policy orientation and products, and to strengthening the ownership and use of the IOE policy material, in 2013 the IOE created Policy Working Groups for five core areas of engagement: CSR and Business & Human Rights; International Industrial Relations; Employment; International Labour Migration, and Sustainable Development. The work of the Employment Policy Group has now been complemented by a Task Force dedicated to forging the IOE's contribution to the Future of Work debate taking place in the ILO, the OECD and beyond.

CSR AND BUSINESS & HUMAN RIGHTS

As seen in the Year in Review chapter, there is a great deal of international-level activity in this area that has a direct impact on businesses and

employers' organisations. The IOE's CSR and Business & Human Rights Policy Working Group is chaired by Regional Vice-President for Africa, Mr Mthunzi Mdwaba.

Keeping members and partners apprised of developments and trends is a priority, as is gathering feedback to enrich the employer contribution to the debate across the international arena. The IOE contributed during the reporting period to numerous business and human rights training sessions for companies and employers' organisations.



In the past year alone, the IOE posted approximately 50 items of business and human rights/CSR-related news, often linking to employer position papers, newsletters and information items on topics including global supply chains, the OHCHR "accountability and remedy" project, corporate benchmarking,



the implementation and promotion of the UN Guiding Principles, the Council of Europe's non-binding treaty, the UN Intergovernmental Working Group charged with drafting a binding international treaty, the respect of human rights in the organisation of Mega Sporting Events (MSEs) and more.

Over the year, the IOE participated in more than 40 business and human rights-related meetings - as organisers, panellists and contributors as the global voice of business. Linda Kromjong launched a monthly blog to dispel the myths surrounding global supply chains and to reinforce the business perspective in the debate.

INTERNATIONAL INDUSTRIAL RELATIONS

This area of work also enjoyed a high level of member participation and output. With meetings organised throughout the year, and chaired by Vice-President for Europe, Renate Hornung-Draus, agenda topics included the impact of the CFA and its recommendations at national level, collective bargaining systems and collective redundancies.



The IOE launched an initiative to gather information on the diverse industrial relations landscapes across member federation countries and the resulting publication will be available in the near future.

INTERNATIONAL LABOUR MIGRATION

The private sector is increasingly being invited to contribute its perspective to the global migration debate. With Ronnie Goldberg (USCIB) as chair, the IOE Policy Working Group on International Labour Migration was launched in June 2014. It aims to bring members and partners, Fragomen and the Council for Global Immigration, up to date with international-level activity in this area and to involve them in crafting the business message.



The IOE shares its expertise in this area with the IOM, particularly on the ethical recruitment initiative, and in a recent development the 8th Annual Summit Meeting of the Global Forum on Migration and Development (GFMD) formally endorsed a Business Mechanism whose Coordinating Unit is now being hosted by the IOE Secretariat. To date, activities have included a one-day GFMD Business Mechanism Awareness Meeting at the Federation of Employers of Western Switzerland (FER) and, looking ahead, there will be a two-day thematic meeting in New York on 17 – 18 July and a GFMD Summit Meeting in Dhaka, Bangladesh on 10-12 December. The IOE's new relationship with GFMD was presented to members at a 27 January webinar.

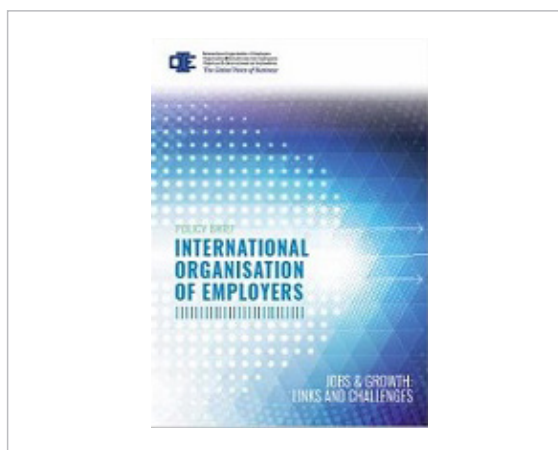
EMPLOYMENT AND THE FUTURE OF WORK



These groups held meetings, both physical and virtual, in September 2015, January and March 2016. Discussion and outcome documents covered Jobs & Growth and Female Talent which was central to the IOE's campaign to mark International Women's Day on 8 March.

With international forums increasingly debating the policy implications of the rapid pace of

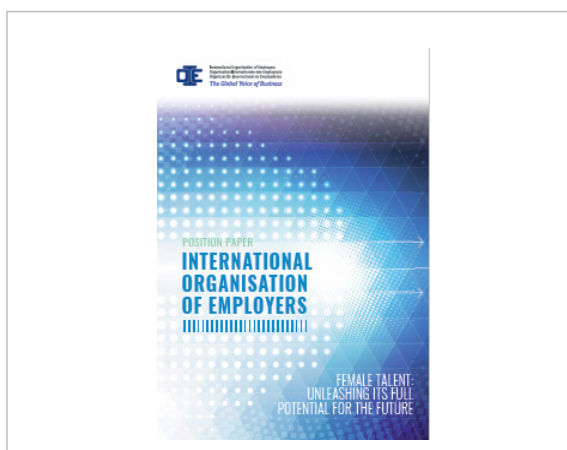
change and technological innovation, the IOE formed a Task Force to explore key aspects of the Future of Work with a view to crafting the employers' contribution to the debates taking place in a range of forums. A dedicated web



page was created to keep members informed of activities around key questions such as: What will the future of work look like? How will technological transformation impact the world of work? What will these changes mean for employers' organisations and policy advocacy? The Future of Work will be the theme for the third IOE Leaders Forum on 8 June.

SUSTAINABLE DEVELOPMENT

This policy working group marked the adoption of the post-2015 development goals (SDGs) by the UN General Assembly in September 2015 by launching IOE publication The Post-2015 Development Agenda and its Impact on Business.



IOE NETWORKS

With a strategic focus on equipping global companies to navigate international regulations, expectations and environments, the IOE continued to develop its business networks.

The Global Industrial Relations Network (GIRN) went from strength to strength and its membership grew to some 40 companies over the year.

Two physical meetings took place: in October 2015 in Spain, and in April 2016 in Switzerland. The members discussed how the future of work may impact industrial relations, as well as global supply chains and the state of play of industrial relations in Switzerland.

The Global Occupational Safety and Health Network (GOSH) also continued to attract participation. As with the GIRN, member-oriented agendas ensured that topics remained relevant and timely.



The GOSH network held two meetings during the period, the first in Germany (September 2015) and the second in Belgium (April 2016). The agendas included items on ISO 45001, mental health and psychosocial assessment at the workplace and managing OSH for professionals

and line managers, the future of work and OSH, critical control management and travel risk management – return on prevention.



The IOE continued to promote membership of the Global Apprenticeships Network (GAN) and the establishment of GAN National Networks (GNN) as a key means to ensure skills for business and to address the youth unemployment crisis. Several IOE members have established GNNs, including TISK (Turkey), APINDO (Indonesia) and CEOE (Spain). December 2015 saw the launch of a GAN national network in Argentina. Additional GNNs will be launched by IOE members, ANDI (Colombia) in May, and COPARMEX (Mexico) later this year.



GOVERNANCE 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. 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 2015 General Council was chaired by Daniel Funes de Rioja, who recounted his work as IOE president over the year. This had focused heavily on representing the global employer community in the G20/B20 process, ensuring the IOE contribution to the employment policy recommendations for the G20 leaders.

The President highlighted the historic appointment of Linda Kromjong as the new Secretary-General: "For the first time in the IOE's 95-year history, the Secretariat has a woman at its helm." He was joined by the regional Vice-Presidents in welcoming Ms Kromjong on behalf of the membership and in expressing confidence that her expertise and experience provided the perfect skills set to lead the Secretariat.



The 2015 General Council officially endorsed the affiliation of The Chamber of Commerce and Industry of Uzbekistan (CCIU), whose Chairman, Mr Alisher Shaykhov, thanked the General Council for the warm welcome and expressed the intention to be an active member: "We would like to contribute and share our experience and of course we are looking forward to learning the best practice of the older members of the organisation, and to be in cooperation with our social partners".

IOE 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 in Geneva three times a year, in March, May/June and October/November, in line with the ILO GB and the ILC. Exceptionally, the Management Board met in Bahrain on 5 October 2015, taking advantage of the presence of the board members for the first IOE Global Employers' Summit.

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 May 2016

| | |
|--------------------------|--|
| Mr Daniel Funes de Rioja | President (Argentina) |
| Mr Jørgen Rønne | Vice-President for the ILO (Denmark) |
| Mr Alexandre Furlan | Regional Vice-President (Latin America) |
| Ms Renate Hornung-Draus | Regional Vice-President (Europe) |
| Mr Mthunzi Mdwaba | Regional Vice-President (Africa) |
| Mr Kamran Rahman | Regional Vice-President (Asia) |
| Ms Peter Robinson | Regional Vice-President (North America) |
| Mr José Maria Lacasa | Treasurer (Spain) |
| Mr Alberto Echavarría | Member (Colombia) |
| Ms Liu Hansong | Member (China) |
| Ms Lidija Horvatić | Member (Croatia) |
| Mr Hiroyuki Matsui | Member (Japan) |
| Mr Khalifa Mattar | Member (United Arab Emirates) |
| Mr Blaise Matthey | Member (Switzerland) |
| Mr El-Mahfoud 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 Bülent Pirlir | Member (Turkey) |
| Mr Jorge de Regil | Member (Mexico) |

SECRETARIAT

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 2016



Linda Kromjong



Frederick Muia



Jean Dejardin



Pierre Vincensini



Linda Hotham



Usha Selvaraju



Milena Flores



Achille Després



Roberto Suárez Santos



Matthias Thorns



Amelia Espejo



Stéphanie Winet



Patricia Rindlisbacher



Monique Depierre



Anetha Awuku



Matias Espinosa



María Paz Anzorreguy



Alessandra Assenza



Thannaletchimy
Thanagopal



Chiara Cirelli



Didier Schmidt



Valérie Gugl



Dalia Farag



Annatina Mayer

Secretary-General

Linda Kromjong

Deputy Secretary-General

Roberto Suárez Santos

Senior Advisers

María Paz Anzorreguy

Frederick Muia

Matthias Thorns

Advisers

Alessandra Assenza

Jean Dejardin

Amelia Espejo

Thannaletchimy Thanagopal

Pierre Vincensini

GFMD Business Mechanism

Liaison Adviser

Stéphanie Winet

Human Resources Manager

Chiara Cirelli

Communications Manager

Linda Hotham

Finance Manager

Patricia Rindlisbacher

Technical Services Manager

Didier Schmidt

Communications Officer - Multimedia

Usha Selvaraju

PA to the Secretary-General

Monique Depierre

Management Assistant -

Communications

Valérie Gugl

Communications Assistant

Milena Flores

Team Assistants

Anetha Awuku

Dalia Farag

Intern (Communications)

Achille Després

Intern (Team Support)

Matias Espinosa

Intern (Finance & Administration)

Annatina Mayer

PARTNERS

The IOE would like to thank the following partners for their support, as well as for sharing their experiences and expertise to the benefit of the global business community in the meetings in which they have participated alongside the IOE.

The Coca-Cola Company, Fasken Martineau, Fragomen Worldwide, Littler, Royal Dutch Shell and Vale were joined by five new partners over the year: Baker & McKenzie, Empresas Polar, International SOS, Randstad Holding and the Council for Global Immigration.

MEMBER FEDERATIONS AT MAY 2016

| Africa (43) | Asia (34) | Americas (34) | Europe and Central Asia (45) |
|---|---|---|--|
| 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 |
| Business Botswana | 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 |
| Groupe 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) | Confederação Nacional do Transporte (Brazil) | Confederation of Danish Employers |
| Conseil National du Patronat Tchadien (Chad) | Council of Indian Employers | Canadian Employers' Council | Estonian Employers' Confederation |
| Union Patronale et Interprofessionnelle du Congo | The Employers' Association of Indonesia | Confederación de la Producción y del Comercio (Chile) | Confederation of Finnish Industries |
| Confédération générale des entreprises de Côte d'Ivoire | Iranian Confederation of Employers' Associations | Asociación Nacional de Empresarios de Colombia | Business Confederation of Macedonia (FYROM) |
| Fédération des Entreprises du Congo (DRC) | Japan Business Federation (NIPPON - KEIDANREN) | Unión Costarricense de Cámaras y Asociaciones del Sector Empresarial Privado (Costa Rica) | Employers Organisation of Macedonia (FYROM) |
| Confédération Nationale des Employeurs de Djibouti | Jordan Chamber of Industry | Dominica Employers' Federation | Mouvement des Entreprises de France |
| Federation of Egyptian Industries | Kiribati Chamber of Commerce and Industry | Confederación Patronal de la República Dominicana | Georgian Employers' Association |
| Ethiopia Employers' Federation | Korea Employers' Federation | Cámara de Industrias de Guayaquil (Ecuador) | Confederation of German Employers |
| Confédération Patronale Gabonaise | Kuwait Chamber of Commerce & Industry | Asociación Nacional de la Empresa Privada (El Salvador) | Hellenic Federation of Enterprises (Greece) |
| Ghana Employers' Association | Association of Lebanese Industrialists | Comité Coordinador de Asociaciones Agrícolas, Comerciales, Industriales y Financieras (Guatemala) | BUSINESSHUNGARY |
| Conseil National du Patronat Guinéen | Malaysian Employers Federation | Association des Industries d'Haïti | National Association of Employers and Entrepreneurs (Hungary) |
| Federation of Kenya Employers (FKE) | Mongolian Employers' Federation | | Confederation of Icelandic Employers |
| Association of Lesotho Employers | Federation of Nepalese Chambers of Commerce & Industry | | IBEC (Ireland) |
| Groupe des Entreprises de Madagascar | | | Manufacturers' Association of Israel |
| | | | Employers' Confederation of Latvia |
| | | | Business Federation Luxembourg |
| | | | Malta Employers' Federation |

| Africa (43) | Asia (34) | Americas (34) | Europe and Central Asia (45) |
|---|---|--|--|
| Employers' Consultative Association of Malawi | Business New Zealand | Consejo Hondureño de la Empresa Privada (Honduras) | National Confederation of Moldovan Employers |
| Conseil National du Patronat du Mali | Oman Chamber of Commerce & Industry | Jamaica Employers' Federation | Montenegrin Employers Federation |
| Union Nationale du Patronat de Mauritanie | Employers' Federation of Pakistan | Confederación de Cámaras Industriales de los Estados Unidos Mexicanos | Confederation of Netherlands Industry and Employers |
| Mauritius Employers' Federation | Employers' Federation of Papua New Guinea | Confederación Patronal de la República Mexicana | Confederation of Norwegian Enterprise |
| Fédération des Chambres Marocaines de Commerce, de l'Industrie et de Services | Employers' Confederation of the Philippines | Consejo Superior de la Empresa Privada (Nicaragua) | Employers of Poland |
| Confédération générale des Entreprises du Maroc | Qatar Chamber of Commerce and Industry | Consejo Nacional de la Empresa Privada (Panama) | Portuguese Industrial Association – Business Confederation |
| Confederation of Economic Associations of Mozambique | Council of Saudi Chambers | Federación de la Producción, la Industria y el Comercio (Paraguay) | Business Confederation of Portugal |
| Namibian Employers' Federation | Singapore National Employers' Federation | Confederación Nacional de Instituciones Empresariales Privadas (Peru) | Employers Confederation Concordia (Romania) |
| Conseil National du Patronat Nigérien | Employers' Federation of Ceylon (Sri Lanka) | St. Lucia Employers' Federation | Russian Union of Industrialists and Entrepreneurs |
| Nigeria Employers' Consultative Association | Chinese Taipei Federation of Industries | Suriname Trade and Industry Associations | National Association of Industry of San Marino |
| Conseil National du Patronat du Sénégal | Employers' Confederation of Thailand | Employers' Consultative Association of Trinidad & Tobago | Serbian Association of Employers |
| Somalia Employers' Federation (SEF) | Federation of UAE Chambers of Commerce and Industry | Cámara de Industrias del Uruguay | Federation of Employers' Associations of the Slovak Republic |
| Business Unity South Africa | Vietnam Chamber of Commerce and Industry | Cámara Nacional de Comercio y Servicios de Uruguay | National Union of Employers (Slovakia) |
| Sudanese Businessmen & Employers Federation | | United States Council for International Business | Association of Employers of Slovenia |
| Federation of Swaziland Employers and Chamber of Commerce | | Federación de Cámaras y Asociaciones de Comercio y Producción de Venezuela | Confederación Española de Organizaciones Empresariales (Spain) |
| Association of Tanzania Employers | | | Confederation of Swedish Enterprise |
| Conseil National du Patronat du Togo | | | Union Patronale Suisse (Switzerland) |
| Union Tunisienne de l'Industrie, du Commerce | | | Turkish Confederation of Employer Associations |
| Federation of Uganda Employers | | | Federation of Employers of Ukraine |
| Zambia Federation of Employers | | | Chamber of Commerce & Industry of Uzbekistan |
| Employers Confederation of Zimbabwe | | | |

QUICK LINKS

REGIONS:

Africa
Asia-Pacific
Caribbean
Europe and Central Asia
Latin America
North America

Frederick Muia, Senior Adviser
Thannaletchimy Thanagopal, Adviser
Roberto Suárez Santos, Deputy Secretary-General
Matthias Thorns, Senior Adviser
María Paz Anzorreguy, Senior Adviser
Linda Kromjong, Secretary-General

KEY POLICY AREAS:

Business & Human Rights
Corporate Social Responsibility
Diversity
Environment and Climate Change
Future of Work
HIV/AIDS

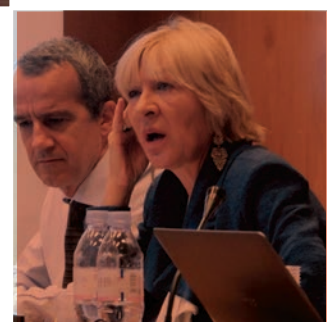
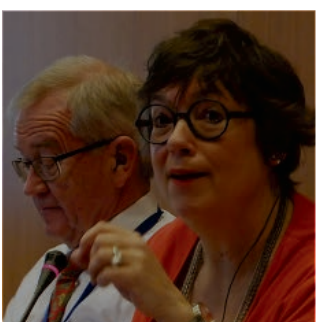
International Industrial Relations

Labour Inspection
Occupational Safety & Health
SMEs
Social Protection
Youth Employment
Child Labour
Disaster Risk Reduction and Recovery
Employment
Forced Labour
Gender
Informal Economy

International Labour Standards

Migration
Skills and Education
Social Dialogue
Sustainability

Matthias Thorns, Senior Adviser
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Thannaletchimy Thanagopal, Adviser
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Thannaletchimy Thanagopal, Adviser
Jean Dejardin, Adviser
Pierre Vincensini, Adviser



The Global Voice of Business

© IOE 2016
71 Av. Louis-Casai
1216 Cointrin/ Geneva
T: +41 22 929 00 00
ioe@ioe-emp.org
www.ioe-emp.org