

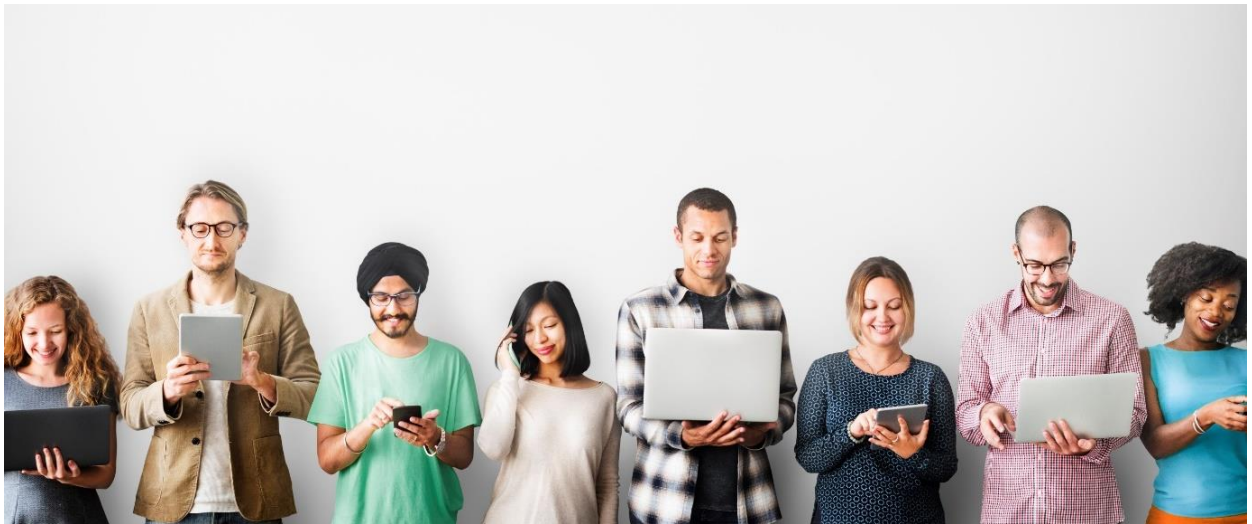


International Organisation of Employers
Organisation Internationale des Employeurs
Organización Internacional de Empleadores
The Global Voice of Business

IOE FORUM ON DIVERSE FORMS OF WORK

Geneva, 14 June 2017

Room XI, International Labour Office



REPORT

July 2017

Report of the IOE Forum on Diverse Forms of Work ILO, Geneva - 14 June 2017



For the fourth consecutive year, the IOE organised a special event for employers during the International Labour Conference, taking the opportunity of the presence in Geneva of its global membership.

*The 2017 Forum, on **Diverse Forms of Work**, attracted more than 120 participants and provided a venue for a rich exchange of experiences and perspectives from both developed and emerging economies.*

IOE Secretary-General, Linda Kromjong, and Deputy Secretary-General, Roberto Suárez Santos, moderated the discussion. Opening remarks were delivered by Erol Kiresepi, IOE President, and Ylva Johansson, Minister of Employment and Integration, Government of Sweden.

Seven panellists from Africa, Asia, Europe and Latin America gave presentations based on their country, regional and company experiences, and the closing remarks were provided by ILO Director-General, Guy Ryder, and Linda Kromjong.

The outcomes will inform the IOE's contribution to the Future of Work debate, which is one of the seven ILO centenary initiatives, as well as to national, regional and international policymaking forums, including the G20 employment workstream.

Opening Remarks



Erol Kiresepi, the IOE's newly-elected President, took the floor to welcome the participants to the event¹, which he described as an important IOE tradition during the International Labour Conference (ILC), as well as a “golden opportunity” for the IOE's global membership to share their diverse observations and perspectives on a topic of high importance.

He recalled the remark of the ILO Director-General at the 102nd ILC that: “the classic stereotype of a full-time permanent job, with fixed hours, and a defined-benefit pension on the completion of a largely predictable and secure career path with a single employer ... is an increasingly infrequent reality”, adding that it was the duty of the international employer community to develop a new approach to diverse forms of work. He pointed out that this new reality was also being addressed in the B20 employment workstream, in which he was closely involved.

Mr Kiresepi was clear that employers failing in this duty would create a vacuum, which would be filled by other actors “who would not be affected by the economic and social consequences”, and that it was the mission of the IOE to support members and businesses to become “future ready”.

At the heart of this endeavour was addressing the outdated distinction between “standard” and “non-standard” forms of work, and identifying how employers' organisations should redefine their service offer to meet the needs of their members - businesses large and small - as they adapt to the new realities emerging in the world of world.

Sweden's Employment Minister, **Ylva Johansson** began by describing her country as “pro-internationalist, pro-globalisation, pro-free trade” – a competitive economy that supported ongoing structural reforms to the labour market.

Ms Johansson noted that Sweden enjoyed the highest employment rate ever recorded in the Eurostat system, and the lowest long-term unemployment. She attributed this to “a situation

¹ Erol Kiresepi's Opening Remarks may be downloaded [here](#), or from the [Future of Work](#) section of the IOE website.

where we have broad agreements in the world of work, in the labour market, between the social partners and other stakeholders”.

The agreement related to protecting workers, not jobs – providing a safety net for individuals - with the view that creating a competitive economy benefitted society as a whole.

Minister Johansson reported that Swedish labour unions were “pretty positive” towards the new forms of work emerging in the labour market. She was very clear, however, that new forms of work should not mean new forms of exploitation and vulnerability. They had to provide a level playing field for competition, but also promote social inclusion. This was because there were a lot of people in the world who felt excluded from the gains of globalisation, a perception which could, if ignored, constitute a risk to economic growth and result in new forms of protectionism, nationalism, populism and racism.

Ms Johansson said protectionism would affect the global business community, which was represented at the Forum, and she called for a concerted and tripartite effort to combat the trend. This meant dialogue - seeking a balance where workers could feel safe enough to accept new forms of work, globalisation and digitisation, and bring about a “win-win” situation for the global economy.

Panel I



Salvador del Rey, Professor of Labour Law and Social Security at ESADE Law School (Spain) took the floor to address the challenges arising from new forms of work for the legal and regulatory environment.

Prof. Del Rey made five key points: the first was that the world was facing a “radical change to the labour market”. He underlined the importance of assuming the consequences of this radical change, which was being driven by rapidly evolving and disruptive technologies: artificial intelligence (AI) and the internet of things (IoT). Not only were these technologies disruptive, they were converging, the pace of change was exponential, and the fallout uncertain. Despite the many predictions that were circulating, Prof. Del Rey believed that the real impact could not yet be known. What was clear, however, was that radical change was happening, and this was important from a regulatory point of view.

His second point was that this radical change was also universal – affecting all people, all kinds of jobs, all kinds of businesses and all countries.

This radical, universal change led to diversity in the labour market. This was because technology was diverse and a unique form of employment contract, labour relation or even work was therefore excluded from the future work scenario.

This diversity posed problems for the law, which tended to be “one-sided”, and sought to establish a rule, a norm, or a standard. Addressing this required “a kind of revolution in the conception of the legal framework”. It was up to employers to convince the regulator that diversity of work forms was good for employment.

Prof. Del Rey went on to set out the diverse forms of work, beginning with autonomous work, which he described as no longer on the margins, but centre stage. By way of example, he noted that the number of autonomous workers in Germany had risen from 900,000 to 1.4 million in recent years, and from 10% to 16% of New York’s working population over a similar timeframe. Key here was not assimilating autonomous work with salaried work, but rather creating “autonomous rules for autonomous work”.

Similarly, temporary work was here to stay and had also to be recognised by the regulator.

When it came to part-time work, Prof. Del Rey underlined that it did not have to be automatically associated with precariousness. It was an essential feature of the new labour market and had to be promoted and defended by legislation.

Irregular working time would, in Prof. Del Rey’s view, also be a permanent feature and require new rules, and the regulator would also have to accommodate the situation of teleworking – as the new workplace was no longer a fixed place.

Subcontracting, outsourcing, externalisation – these too were no longer exceptional practices.

In short, diverse forms of work were the new rule. They were essential and had to be defended by adapted legislation and regulation.

His fourth point related to the erroneous perception that diverse forms of job were precarious and associated with the informal economy. For the regulator, the main challenge was to establish a minimum floor of rights for all jobs. Failing this, there would be a disintegrated labour market. Prof. Del Rey echoed Minister Johansson’s point was that this could create exclusion, as well as a backlash of political and labour market populism, which was bad for companies, as well as society.

Finally, the adapted legal framework must be driven by two forces: the first was at the macro level, which required private-sector led cooperation with the public sector. Sharing Erol Kiresepi’s view, he cautioned that if the private sector did not get involved in shaping the new

regulation, other parties would step into that space. The second impetus must come from companies, many of which maintained outdated internal codes of conduct and programmes (micro regulation).



Renate Hornung-Draus, IOE Vice-President for Europe, and Chair of the IOE Industrial Relations Policy Working Group, took the floor.

She opened by challenging the position held by the previous speaker, whereby disruption caused by digitisation was the main factor challenging the existing models of employment. This was not her experience of the German labour market, and others, where open-ended, full-time employment looked to remain the dominant form of employment, regardless of the extent of digitisation or other developments.

Ms Hornung-Draus argued that the picture, even across Europe, was more nuanced. For example, in Estonia the state has completely digitised government-citizen relations, but digitisation was limited in the private sector and productivity remained very low. By contrast, robotisation and digitisation were highly developed in Germany, yet open-ended, full-time employment dominated.

She went on to urge employers to focus their public communication not only on their own needs, but to highlight also the changing needs of society as a whole. In her view, diverse forms of work responded to the needs of people too. Consider, for example, an individual wishing to take parental leave for a defined period: an employer needed to have recourse to a fixed-term contract to replace that person. This responded to a societal need.

A similar case could be made for communication on the need for agency work, which Ms Hornung-Draus described as one of the most powerful mechanisms to integrate, or re-integrate, the unemployed, including individuals with a problematic labour market biography. It also facilitated the business response to unexpected absences of personnel.

On the matter of independent work versus dependent work, she noted that jurisprudence in many countries had developed an extensive list of criteria to ascertain truly independent workers. What was needed however, was a “fair and balanced legal framework” to deal with issues such as “zero hours” contracts (legal in the UK, but illegal in Germany, and grossly unfair to the worker). Another need was to ensure that the fixed-term and part-time employee enjoyed proportionally the same rights, in terms of holiday entitlement, access to complementary pension, protection against dismissal, for example, as employees in full-time

and open-ended employment relations. Absence of such provision made for an unfair and unbalanced legal framework.

Ms Hornung-Draus went on to question the notion that the legal challenge was solely driven by trends such as digitisation. Her view was that the challenge arose from obsolete legal frameworks. The task should be to identify where over-regulation prevailed and hampered also the "real" economy, leading to high levels of informality.

In short, she proposed that the first challenge was to ensure that society, as a whole, could enjoy the benefits of diverse forms of work within the context of a fairly regulated, balanced legal framework which served both the "real" and the digital economies.

Ms Hornung-Draus observed that, at the international level, in discussion around fundamental principles and rights at work, she had witnessed something of a backlash, a clamp-down in some quarters, to diverse forms of work, and a call for standard setting in this area. She felt that there was lack of understanding that these "new" or "atypical" forms of work were in fact "standard" and "absolutely necessary" to a well-functioning labour market.

The problems created by digitisation created were not so much linked to the employment relationship, but rather with training – e.g. equipping workers to cope with robotised production lines.

Ms Hornung-Draus's hypothesis was that the industrial relations situation depended not so much on diverse forms of work, but on sectors. For example, manufacturing was a trade union stronghold and digitisation had not changed this. Where the difference lay was in the services sector, where industrial relations were less well developed. There were also industrial relations issues arising from individuals working on digital platforms like the Mechanical Turk, where it was very difficult to organise the workers in "remote" locations.



Next to speak was **Ammin Youssouf**, CEO of Afrobytes. Mr Youssouff presented himself and his company². Mr Youssouf has been active in the digital economy since the 1990s, when it had been difficult to convince people that digitisation would change the world. He was gratified that this was finally being recognised.

² Mr Youssouf's presentation may be downloaded [here](#), or via the [Future of Work](#) section of the IOE website at www.ioe-emp.org

Afrobytes provides a bridge between the African and European tech industry and investors. It operates an innovation lab focussing on the African markets; Afrobytes Ventures is their start-up studio.

Mr Youssouf described the Afrobytes conference which had taken place the previous week, bringing together 120 speakers from all over the world and providing a showcase for a new generation of entrepreneurs.

He set out the African context: one billion people today, 2.5 billion by 2050. Africa is the youngest continent – “the continent of millennials”, who innovate every day and are challenged by their investors to accelerate their activity and to disrupt.

Mr Youssouf noted that it was very important to understand the impact of mobile on the African continent, as exemplified by M-Pesa, a mobile-phone based money transfer, financing and microfinancing service, launched in 2007 by Vodafone for Safaricom and Vodacom, the largest mobile network operators in Kenya and Tanzania. In 2015, approximately 25 million Kenyans used this service in transactions amounting to a total of 28 billion dollars (44% of the country's GDP). This type of activity was “reshaping everything in Africa”, according to Mr Youssouf.

A second example was Wari, a Senegalese company, and a new kind of mobile operator proposing services for small businesses. This platform was used to advertise service offers, such as cleaning, delivery, or insurance, exemplifying an “additional transformation of the financial sector”.

Mr Youssouf's presentation showed how Africa's large informal sector was now being enhanced with apps.

He described the new business trend in Africa as one that cared about social impact, about lifting people out of poverty by connecting them to dignified digital work. Companies such as eBay, Facebook, and Photostock proposed small tasks which paid two or three dollars a day. In some cases, this could help an individual to double their income.

In a further example, Mr Youssouf demonstrated the digitalisation of the street vendor in Africa. A survey by YUK Dakar found that more than one-third of street vendors had smart phones, and used apps such as WhatsApp, Messenger, Viber and IMO to do business. He noted that, to this group, language barriers did not make sense – they just wanted to do business together.

Mr Youssouf emphasised the drive of African entrepreneurs to disrupt economies and markets with fast-paced innovation. Whilst some organisations may have plans for five or ten years, the African tech sector worked to six-month timeframes, largely driven by investor pressure. He raised the matter of predictability, which Prof. Del Rey had mentioned earlier, by concluding: “I am unable to say to you what will happen three years from now; it's impossible...we just don't know. We know it will be a revolution, we know that organisations like you will have to start to follow the pace of this innovation and the pace is not two years from now, it's the next six months.”



Tanya Cohen, CEO of Business Unity South Africa (BUSA) began her intervention with the premise that work reflects business, so diverse forms of businesses engender diverse forms of work.

She illustrated her point: if you are in the banking sector, you have regular hours and weekday work; if you are in retail, trading and customer demands require you to adapt your work patterns, which involve late hours and weekends. The entertainment sector is different still: irregular, temporary and unpredictable.

The massive unemployment and poverty in emerging economies raised the need for as many businesses as possible, offering as many diverse forms of work as were needed, to generate employment and contribute to society.

Ms Cohen said that South Africa's was a very mixed economy, with large multinationals, very regular types of work and a lot of high-skilled workers in those sectors. It also had significant mining and agriculture sectors, with varying sizes of enterprise – from large commercial farms to subsistence farming. Seasonal work accommodated climatic and environmental factors.

She went on to describe Africa's large and vibrant informal sector as "creative, diverse, innovative and adaptable". In her view, informal economies were often wrongly tainted with labels of illegality, exploitation or vulnerability. She called for recognition that the informal economy could be part of the supply chain in all sorts of different places, and that the informal and formal economies did not necessarily exist separately, but often worked together. The key question was how to bring the informal operators into the mainstream.

She enumerated various challenges. The first, probably more profound in emerging economies, was how to ensure that individuals could work in dignity in a context of diverse forms of businesses and work. For Ms Cohen, one element was to ensure a fair foundation

and this required shedding a “blinkered approach” to law making. South Africa had the benefit of a very modern labour law system based on human rights, but the legal framework did not necessarily apply to the diverse forms of work being practised. First of all, the country had institutions which could not cope with the sheer number of laws in terms of implementation and inspection, particularly in the informal sector. One positive development was the move towards a national minimum wage to create a standard floor, which would facilitate compliance. For Ms Cohen, there had to be a “one-stop shop” for labour law which was based on the minimum.

Yet another challenge was how to bring skills and technology into the “diverse forms of work” context, when small businesses and the informal sector struggled to access the skills system. Others included ensuring social security systems were scalable, adaptable and accessible so that you could provide the basic income; health care; pension and savings provisions necessary.

Ms Cohen proposed that solutions be driven by the private sector in collaboration with government, organised labour and other significant social partners. These solutions had to be scalable, accessible and affordable – no matter the type of work or business. And finally, there had to be an element of trust in the tools and instruments – because without trust they would not be leveraged.

This meant that employers’ organisations in emerging economies had to be adaptable and responsive, and realise that they were “not just serving our old type of big business”, but a host of new types and formats, from the informal to the formal and across a multitude of sectors.

Questions from the floor followed.

Mr Juan Antonio Ledezma (Panama) invited Ms Hornung-Draus to set out the criteria for the classification of autonomous work. Mr Majyd Aziz (Pakistan) asked Mr Youssouf about “mobile money” and cross-border money transfer.



Ms Victoria Giulietti (Argentina) had a question for Prof. Del Rey on how to adapt regulation quickly enough to keep pace with the changes in the labour market.

Ms Fatma El Razaz (Egypt) said that, in her country, the labour law was under revision and that a bill had been tabled to legally oblige employers to provide fixed-term contracts with very restrictive provisions. She asked if, under such circumstances, open-ended contracts could still be allowed, but had been advised that this was a matter for decision at national level.



Ms Siriwan Romchatthong (Thailand) had an industrial relations question for Ms Hornung-Draus: how to respond to the fear of the trade unions? How to encourage resistant workers to embrace new technology and to collaborate?



Mr Phil O' Reilly (New Zealand) observed that he had heard very different stories from the presentations, which demonstrated just how much the diversity of approaches had to be taken into account in this debate. While it was clear that accommodating diverse forms of work and the future of work would require the developed economies of the OECD to change infrastructure, least developed countries would have to build it from scratch - to some extent this was an advantage. He expressed his frustration that the "powerful voices" in the public policy debate were those who needed to change infrastructures and did not necessarily understand, or buy into, the reality of the developing economies. For Mr O'Reilly, the question was how to change the conversation so that it recognised that there were different ways, and alternative models possible, to ensuring the protection of fundamental principles and rights at work.



Mr Maxim Cerruti (BusinessEurope) also observed the diversity of perspectives articulated by the panellists on matters such as business disruption, new business models, important adaptations, societal change, and the adequacy of current labour law. He noted that, at the European level, the regulation discussion was around minimum requirements and that there were already a number of directives in place, some negotiated by the social partners. There was a clear focus on ensuring implementation. With regard to diverse forms of employment, the goal was to ensure that people in different forms of employment enjoyed equal treatment.

He went on to reflect on the real risk of automation and digitisation for the labour market: on the one side, there did appear to be strong impacts at the level of the task linked to the nature of the activity, whether it was predictable or unpredictable, whether it involved a strong use of data or not. However, there was also cooperation between humans and machines.

A further observation from an audience member from Argentina noted the difficulty of finding allies in the government that found diverse forms of work attractive and of convincing them of the need for adapted regulation.



Mr François Adade (Togo) asked Mr Youssouf how to ensure power supply in order to be able to fully optimise the potential of digital technology. He also asked about the formal contractual nature of employment in the gig economy (Uber, for example).

Tanya Cohen agreed with Mr O'Reilly's point about inclusivity in the debate, responding that the debate had to be changed from within: employers' organisations had to start bringing more diverse employer representation into their delegations, be they from emerging or developed economies. This meant more small, informal and sectoral business representation, although this would be challenging. She added that technology could be better harnessed to this end.

Ms Cohen also commented on the issue of energy. Here was an important "future of work" opportunity, as emerging economies did not have to rely on established forms of energy generation. She cited new energy mixes, many community-based, including solar and wind, that were making energy more affordable and accessible.

Addressing the matter of industrial relations, Ms Hornung-Draus advocated "a mindset of mutual trust", because successful industrial relations could only be achieved through cooperation. She said that, sometimes, it could be helpful to experiment with pilot projects – rather than doing away with existing collective bargaining agreements entirely – to assess the value of new models of work organisation, so that unions could be reassured.

On the criteria for autonomous employment, Ms Hornung-Draus said that if the individual is dependent on the employer; the former is an employee. Other criteria might include: the place of work, the chain of command or autonomy over working time. She said that employers should not cheat and that a solid court system was required to ensure fairness.

Regarding appropriate legislation, Ms Hornung-Draus noted that, in some countries the problem arose from the fact that open-ended contracts were regulated in such a way as to make it basically impossible for the employer to react to economic situations. Legal frameworks had to be adapted to apply to diverse forms of work to allow firms to be more agile and resilient. She also said that open-ended contracts could be useful for employee retention and stability, but that they had "to be freed from very old style socialist straightjackets in the legal structure".

Prof. Del Rey's view was that acceptance of change could be facilitated by offers of alternatives. He believed that new regulation was required to establish a new equilibrium between collective and individual rights, and between protection and flexibility. He added that it was important to have minimum protection for part-timers and people in temporary work, and to be clear that these types of work were not *per se* "bad".

Mr Youssouf said that Africa was not afraid of automisation because it did not have factories to the same extent as Europe. He talked of "leap-frogging" to the next stage and build businesses that were not afraid of automisation, an economy of services. In response to the question from the audience, he said that mobile cross-border money transfer was happening.

He went on to observe, in relation to energy supply, that many countries had adapted to the inconsistency and irregularity of power supply, which was demonstrated by high growth rates. This "challenge" had also given rise to innovation: a start-up company called ARED in Rwanda was building solar kiosks and had developed a franchise business model.

Panel II

Roberto Suárez moderated the second panel, whose first speaker was **Ms Annemarie Muntz**, President of the World Employment Confederation.



Ms Muntz presented some ILO data on “new forms” of employment³. She noted that the data for the advanced economies showed, as Ms Hornung-Draus had indicated, that the permanent contract remained the most common form of contract, but that this was not the case for middle-income countries. Indeed, in middle- and low-income countries, informal work was the “standard”. Ms Muntz said that she was convinced that if the right policies were implemented to promote diversity in work forms, and if the rules, regulations and legal frameworks could be redefined, then informality could be decreased and the labour market could become more inclusive and sustainable.

Ms Muntz agreed with Sweden’s approach to “protect the worker, not the work”. She noted that protecting the worker was an outdated concept, which did not necessarily protect all groups, such as women and young people, or individuals of retirement age who wanted to keep working.

She questioned whether workers themselves wanted a so-called standard contract. She believed that workers wanted security and a new mix of income and employability, balancing career and work ambitions depending on different life phases.

Ms Muntz called for a fact-based, non-biased approach to adapting systems for the future of work and drew the Forum’s attention to the IOE’s Brief: Understanding the Future of Work⁴, which included recommendations for achieving this goal. Ms Muntz recalled that these recommendations had been delivered by the B20 to Chancellor Merkel in the context of the G20 employment work stream. For Ms Muntz, the role of employers’ organisations was now to follow-up, to monitor implementation of the recommendations and to report back in a year’s time.

With regard to the World Employment Confederation, she described their objective as inserting people into the labour market by offering workers to companies, placing them in a diversity of contracts, offering both parties flexibility, contributing to society at large and to a well-

³ Ms Muntz’s presentation may be downloaded [here](#), or from the [Future of Work](#) section of the IOE website: www.ioe-emp.org

⁴ IOE Brief: Understanding the Future of Work may be downloaded [here](#), or from the [Future of Work](#) section of the IOE website: www.ioe-emp.org

functioning labour market. Her view was that diverse form of work made labour markets more inclusive, and potentially more productive and dynamic if the recommendations were taken up and implemented. Again, the need for the cooperation of all stakeholders was expressed, because, at the end of the day, everyone benefited from decent work.

Mr Suárez introduced **Mr Pran Siamwalla**, Director of the Employers' Confederation of Thailand, who spoke about ECOT's contribution to the national teleworking initiative.



Mr Siamwalla gave a presentation⁵, outlining his government's "Thailand 4.0" initiative which was designed to progress the population caught in the middle-income trap (for more than twenty years now) by embracing the digital economy. He described a "convergence of crises" – the middle-income trap, an ageing society and natural disasters.

Mr Siamwalla recounted his own experience of the third industrial revolution, when computers had widely arrived in the workplace, causing people to either lose their jobs or to upskill. He gave the example of the Swiss watch industry, which had remained resilient, despite the arrival of digital watches, by attaching high value to the human input/craftsmanship in luxury-end watch making.

The fourth industrial revolution was, he believed, already impacting economies, industries and individuals. Referring to ILO data, he pointed out that in the next 20 years, 50% of jobs in Thailand were at risk of being replaced by automation, and 70% of blue collar jobs in the next five years in the auto, electronics and garment industries. By 2050, 37% of the Thai population would be over 60.

He reported that focus groups had been undertaken to garner the views of individuals nearing retirement and had found that many wanted to continue to work, but not to face the daily grind of negotiating Bangkok's intense traffic jams. This was where teleworking could play a key role, and it was not the only area. It could also help to mitigate the impact of natural disasters. Mr Siamwalla told of the 2011 floods, when three-quarters of the nation was under water; 60% of the 12,000 colleagues at the bank where Mr Siamwalla worked could not come to work for a month. Many of Bangkok's high-rise office buildings were not seismic-proof, so encouraging people to work from home would also reduce risk in the event of a natural disaster.

⁵ Mr Siamwalla's presentation may be downloaded [here](#), or from the [Future of Work](#) section of the IOE website: www.ioe-emp.org

He also cited the benefits to air quality and environmental protection.

To date, public awareness campaigns had taken place, as had workshops to highlight the benefits of teleworking, and his organisation had been invited to write the high-speed internet policy.

He noted that the country still required capacity building support to take the measures further, but he pointed out that the two months of time saved over the year by teleworking could be spend on improving productivity and increasing leisure time.

The next speaker was **Ms Cynthia Castro**, CEO of Reinventing Business for All, a Costa Rican company, based on an innovative technology-enabled model.



Ms Castro gave a presentation⁶ on her company, which had ten employees and a standard “workplace” which they used only on Mondays – the rest of the time, they worked where the job took them, taking advantage of WhatsApp, Slack and other new technologies to communicate. The company had no time management procedures, instead fostering a climate of trust and responsibility: employees were measured on the achievement of their goals.

Reinventing Business for All (RBA) focuses on creating opportunities for the socially and economically excluded. Ms Castro made the point that technology could be “scary” (having interacted with the AI robot Sophia at Davos) or opportunity-enhancing, which is how RBA had embraced it. Her view was that the education system was still based on the needs of the first two industrial revolutions, teaching people how to follow instructions and to repeat (something robots could do very well.) This approach did not foster soft skills, such as creativity and empathy, which is something RBA was doing – valuing the human element, while using technology to create opportunities.

Ms Castro described two of the company’s initiative: one to overcome economic and social exclusion in rural areas, and the second to close the gender gap.

The first initiative focused on Caminos de Osa, described by National Geographic magazine as “the most biologically intense place on the planet” and home to a very rural, extremely poor population. RBA’s programme, in partnership with the private sector, government and

⁶ Ms Castro’s presentation may be downloaded [here](#), or from the [Future of Work](#) section of the IOE website at www.ioe-emp.org

academia, had used technology to provide skills training to 40 members of the local population (some formerly illegal gold miners) for a new kind of enterprise: authentic, sustainable tourism – the water trail, the gold trail and the forest trail. Each (award winning) four-day adventure vacation in Caminos de Osa positively impacted 17 families.

The second initiative related to “gender parity certification” to identify and close the gender gap. One key finding was that the legal structure for employment was outdated, as it had been developed for the needs of previous industrial revolutions when men went to work and women took care of the home and children. This scenario was no longer sustainable as in most places both heads of the household had to go to work to maintain their families. Enabling women’s entry into the labour market had both an economic and social impact.

In conclusion, Ms Castro said that technology was neutral, but that it could be positive if used to work for all. At the same time, education systems had to change, as did the legal structures for employment – these changes had the potential to incorporate those that had been excluded.

Mr Suárez invited the audience to put questions to the panel.

Mr Mario Lopez Carrillo (Mexico) took up the issue, referred to by Minister Johansson, of those who did not feel they were winning from globalisation and the consequent protectionism. What was the response to those who were set to lose their jobs because of digitisation and automation?

Ms Giulietti (Argentina) asked how education could be adapted to the new needs of the evolving workplace.



Mr Ladouyou (Côte d’Ivoire) referred to Minister Johansson’s “protect the worker, not the job” approach, asking how income security could be protected when 85% of the workforce was active in the informal economy.

In response, Ms Muntz proposed that the answer lay in encouraging individuals to take responsibility for updating and upgrading their skills, while governments and the private sector had the responsibility for creating the infrastructure: information, assessment, access to training etc. She also raised the need for the private sector and education institutions to cooperate better to identify skills needs.

Regarding ensuring income security in an informal context, she suggested that it was important to facilitate the transition from the informal to the formal. Though this was “very hard”, Ms Muntz said that “re-thinking the framework” had to happen – building a new framework, without silos and with a diversity of employment contracts. She said that the IOE and the ILO had a role to play here in supporting capacity building.

Ms Castro responded to the issue of education and skills training not keeping pace with the needs of the labour market by noting that the most-wanted skills in the new industrial revolution were the soft skills being taught in Caminos de Osa: creativity, leadership, empathy and sharing the human experience, as well as learning how to set up a formal business and use social media.

Closing Remarks



ILO Director-General, Guy Ryder, thanked the IOE for the invitation and said that he welcomed the opportunity to be part of the annual IOE event once again.

He noted that the IOE had used the term “diverse forms of work”, rather than the ILO’s “non-standard forms of employment” which, he emphasised, had been agreed by the ILO’s “tripartite decision-making bodies”. He understood, however, that the IOE’s point was that “standard employment forms” did not in fact apply to the majority of work situations, so actually were not standard in that respect. This, he said, had relevance for the discussion in the ILO on the future of work.

However, he felt that the way in which the discussion had been approached in the ILO to date had been “largely unhelpful and non-constructive” and said there was no need for the parties to be “talking past each other”.

With the ILO approaching its 100th anniversary, Guy Ryder raised a point of historical record: that the ILO’s project on the promotion of social justice, the notions of progress in the world of work, had been a “rather simple process of development” up until quite recently.

The focus had been on moving people out of informal and into formal work forms, and, once in formal work, towards a standard employment form (a full-time, permanent, nine-to-five, contracted employer-employee relationship).

He acknowledged that the world was now different: the conditions within which companies operated, and people worked, had changed to the extent that “the historic conveyor belt of progress had to be redesigned or to work in different ways”.

These new circumstances required all parties to make a more important effort in the ILO and to decide what the goal should now be.

On the transition to formality, he applauded the tripartite consensus on the adoption of the 2015 ILC Recommendation – indicating that that particular element of the ILO “conveyor belt” of progress was still relevant, but it was clear that there was now a diversity of work forms in the formal economy and responding to these constituted the debate that had to be had.

Currently, there was a barrier to moving forward because one argument was that diverse forms of work were good, and the other argument was that they were bad. The Director-General said both arguments were wrong. Resolving this impasse required putting in place the regulation, the institutions and the arrangements to ensure that diverse forms of work remained true to the decent work agenda by ensuring that people at work had respect for their rights and social protection, and that they were not disadvantaged by being in one form of work or another.

Guy Ryder concluded with a call to work together to create a future world of work that everyone wanted.

IOE Secretary-General reaffirmed the commitment of the global employer community to the decent work agenda. Ms Kromjong thanked the Director-General and all the contributors to the event, and reminded the participants that the Swiss Employers (UPS/FER) were generously hosting a reception at their headquarters in Geneva immediately following the close of the Forum and that this would provide a further opportunity to continue the exchange.



IOE FORUM ON DIVERSE FORMS OF WORK**GENEVA, 14 JUNE 2017****REGISTERED PARTICIPANTS LIST**

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4.	Argentina	María Victoria Giulietti	Unión Industrial Argentina (UIA)
5.	Australia	Deirdre Willmott	Australian Chamber of Commerce and Industry (ACCI)
6.	Australia	Dick Grozier	Australian Chamber of Commerce and Industry (ACCI)
7.	Austria	Eva Landrichtinger	Federation of Austrian Industry
8.	Austria	Josef Kolarz-Lakenbacher	Federation of Austrian Industry
9.	Bahamas	Rionda Yvette Godet	Bahamas Chamber of Commerce
10.	Barbados	Tony Walcott	Barbados Employers' Confederation
11.	Bolivia	Pablo Carrasco	Confederación de Empresarios Privados de Bolivia
12.	Burkina Faso	Yameogo/Tou Philomene	Conseil national du Patronat burkinabè (CNPB)

13.	Colombia	Alberto Echavarría	Asociación Nacional de Empresarios de Colombia (ANDI)
14.	Colombia	Catalina Peraffán	Asociación Nacional de Empresarios de Colombia (ANDI)
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17.	Congo	Louis Roger Tchinianga	Fédération des services et professions libérales (UNICONGO)
18.	Costa Rica	Cynthia Castro	Reinventing Business for All
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22.	Côte d'Ivoire	Ousseine Diallo	Fédération des Organisations Patronales de l'Afrique de l'Ouest
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28.	France/Comores	Ammin Youssouf	Afrobytes
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30.	Germany	Renate Hornung-Draus	Confederation of German Employers' Associations (BDA)
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32.	Ghana	Christopher Macpherson Asakie	Ghana Cocoa Board
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34.	Greece	Eirini Bardani	SEV Hellenic Federation of Enterprises
35.	Greece	Ioannis Vayas	SEV Hellenic Federation of Enterprises
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40.	India	Rajeev Dubey	Council of Indian Employers
41.	India	Vijay Padate	Employers' Federation of India

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46.	International Organisation	Enerel Ganbold	International Organisation of Employers
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53.	International Organisation	Maria Marta Travieso	International Labour Office
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56.	International Organisation	Michiru Toda	International Labour Office
57.	International Organisation	Roberto Suárez Santos	International Organisation of Employers

58.	International Organisation	Traviso	Future of Work/International Labour Office
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62.	Iran	Shohreh Tasdighi	Iranian Confederation of Employers' Association
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64.	Japan	Hiroyuki Matsui	Keidanren/ Japan Business Federation
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66.	Kenya	Jacqueline Mugo	Federation of Kenya Employers
67.	Korea	Jung-Yeon Bae	Korea Employers Federation (KEF)
68.	Lebanon	Said Khalil Hamadeh	Association des industriels libanais
69.	Malaysia	Shamsuddin Bardan	Malaysian Employers Federation (MEF)
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72.	Mexico	Juan José Arconada Ortiz	Confederación de Cámaras Industriales de los Estados Unidos Mexicanos (CONCAMIN)

73.	Mexico	Mario Lopez Carrillo	Confederación Patronal de la República Mexicana (COPARMEX)
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100.	South Africa	Tanya Cohen	Business Unity South Africa (BUSA)
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114.	Thailand	Siriwan Romchatthong	Employers' Confederation of Thailand
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116.	U.S.	Matthias Thorns	The Coca-Cola Co.
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118.	Venezuela	Gilberto Sanchez Albornoz	FEDECAMARAS
119.	Zambia	Harrington Chibanda	Zambia Federation of Employers



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