



International Organisation of Employers

ANNUAL REPORT 2017 - 2018



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

The IOE is the largest network of the private sector in the world, with a membership of 152 employers' organisations in 142 countries and the support of many business and organisation partners. It is the global voice of business for employment and social policy matters at the international level.

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United States Uganda
of America

BETWEEN JUNE 2017 AND MAY 2018, WE MET WITH OUR MEMBERS AND PARTNERS IN MORE THAN 40 COUNTRIES.

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Leading the IOE into the future

One year into my three-year mandate as President of the IOE, I am honoured to provide this "State of the Organisation" address.

In my acceptance speech at the 2017 General Council, I acknowledged our debt of gratitude to outgoing President Daniel Funes de Rioja for his tireless dedication to the IOE. A long line of committed IOE presidents, board members, members and collaborators had ensured that the organisation you elected me to lead was in sound financial shape, with a growing membership and an ever-widening sphere of influence.

But, just as we are exploring and addressing the policy implications arising from the future of work, so must we consolidate and grow the IOE's market-leading position as the global voice of business in this new world that is characterised by rapid change and disruption.

With an excellent reputation cemented over many decades for its authoritative and representative contribution to the international policy debate on behalf of the private sector, the IOE must now take stock of its position and implement targeted measures to adapt as necessary. There is no other way to deliver on our promise to add value to members and partners, and to remain relevant to the other organisations we seek to influence.

That is why we embarked on an in-depth review of the IOE's branding and service offer. It's not a matter of "reinventing the wheel"; there is a great deal the IOE already does very well. However, in this rapidly evolving environment in which we operate, with increasing numbers of actors contributing to the employment and social policy discussion, we need to do more. We need to be more pro-active in steering the debate and setting the agenda; more agile and timely when new issues arise that implicate business; more vocal in ensuring the private sector is heard when the sustainability of free enterprise



is under threat. And we need to remain at the top of our game in terms of delivering expertise in our key areas of engagement.

Much of this comprehensive review was conducted with the invaluable contribution of the former Secretary-General, Linda Kromjong, who stepped down from her post at the end of March having presented the outcomes of the exercise that will prepare the IOE to meet the challenges ahead. We thank Linda for her three years of excellent service and wish her well in her future endeavours.

In the coming months, you will see the emergence of a re-energised IOE, with a fresh and dynamic brand image that builds on our solid foundation; a new organisational structure that is designed to better serve members' needs and expectations; a focussed plan of action; and a clear vision of how and where we want to be as the global voice of business going forward.

Thank you in advance to the IOE's Management Board, membership and partners for their ongoing support as we embark on our journey to empower the organisation to be successful well into the future!

Erol Kiresepi
President

Building a global employer community

As I present this report to you on IOE activities and outcomes between June 2017 and May 2018, I am reminded of the late Steve Job's assertion that "great things in business are never done by one person. They're done by a team of people".

This is also true of the work of the IOE. As you read our report, you may be struck by the scores of people that work together to achieve our goals. The photos show members of the IOE's affiliated employers' organisations, the IOE team in Geneva, our partners, colleagues at ILO ACT/EMP and likeminded business organisations with whom we collaborate, articulating the employer and business perspective at gatherings, large and small, in a wide range of forums in more than 40 countries around the world.

This report is a testament to the work we all do in our panel appearances, presentations, training sessions, interventions, webinars, media interviews and more, to ensure that our interlocuters are apprised of the IOE perspective on a range of topics, from business and human rights, to migration, to the SDGs, and that these perspectives are taken into account in employment and social policy decision-making processes that impact the doing of business.

We could not achieve our goal of fostering an enabling environment for sustainable enterprise without this global community of dedicated and passionate individuals, working in tandem with policymakers to achieve free markets and a liberal economic order that works for society as a whole.



This huge effort depends on your continued involvement and we thank you for the role you play in building a stronger global employer and business community around the world: great things are done **for** business by the whole team!

A handwritten signature in black ink, which appears to read "Roberto Suárez Santos".

Roberto Suárez Santos
Acting Secretary-General

HIGHLIGHTS



June

The IOE's Management Board and General Council met on 4 June to hear reports on the organisation's activities, finances, strategic direction and programme of work, as well as

to welcome new members. Daniel Funes de Rioja's presidency came to an end, and Erol Kiresepi began his three-year mandate as the new IOE President. Please see the Governance chapter of this report for further information.



The IOE brought the voice of African employers' organisations to the 2017 Development Finance Forum in Accra, Ghana in early June. Organised by the World Bank Group and the African Center for Economic Transformation, the focus was on the successes and challenges in mobilising transformational private sector investment for development goals in African nations as set out in the 2030 Sustainable Development Agenda and the Addis Ababa Action Agenda. The meeting also provided a venue to explore the opportunities for the public and private sectors to develop market-building alliances.



The 106th (2017) Session of the International Labour Conference (ILC) ran from 5 to 16 June. As the secretariat to the Employer constituency, we provided background material, briefings and other guidance in advance of the

Conference, as well as full support, including a dedicated website, during the event. Information on the content and outcomes of the 2017 ILC may be found in our Strategic Objectives chapter.



The 4th Annual IOE Leaders' Forum on 14 June was dedicated to the opportunities and challenges presented by diverse forms of work. The event gathered more than 100 key actors from the world of employers' organisations, business, academia, institutions and other international organisations to discuss the implications of the evolving employment landscape.



TARGETS

- 8.7** Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms
- 8.8** Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment
- 8.9** By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products

Budapest, Hungary was the location for the Europe and Central Asia Regional ILO Consultation Workshop on Achieving SDG Target 8.7. The IOE Secretary-General provided a statement, which was highly vocal in its condemnation of all forms of unacceptable work. She said business understood its responsibilities in this area and would continue to play an active role in the elimination of child labour, forced labour, human trafficking and modern slavery.

This was an opportunity for ILO Member States, workers' and employers' organisations, and other concerned groups to come together in an alliance to discuss strategies to drive political and international support in these areas. The outcome of the consultations fed into the IV Global Conference on the Sustained Eradication of Child labour in Buenos Aires, Argentina, in November, which the IOE also attended. Most importantly, the outcomes of the regional consultations will feed into country-level initiatives to accelerate the achievement of Sustainable Goal Target 8.7.



Towards the end of June, the Global Forum on Migration and Development (GFMD) Business Mechanism, which is hosted and supported by the IOE at its offices in Geneva, organised and contributed to, a business-only side event, at the GFMD Government Summit in Berlin, Germany. The private sector's policy recommendations were officially captured in a paper entitled "Toward a Global Compact on Migration: Perspectives on Labour Migration from the GFMD Business Mechanism". The key message was that improving cooperation and governance were essential for policy coherence, and for the effective implementation of the global framework known as the Global Compact for Safe, Orderly and Regular Migration (GCM) to be adopted by UN Member States in 2018.

July



Continuing on the labour migration theme, the IOE coordinated the participation of the Business Technical Advisory Committee on Labour Matter of the Inter-American Conference of Ministers of labour of the Organisation of American States (IACML-OAS) at a workshop held in San José, Costa Rica to inform the labour ministries' perspectives with the position of the employers of the region. The parties analysed and exchanged experiences of labour migration policies and programmes and identified lessons that will strengthen the related work of the ministries.



And in New York in late July, the GFMD Business Mechanism contributed once again to the thematic consultations in the UN Member State-led process to develop a Global Compact for Migration (GCM). This session, the fourth of six, considered the economic and social contributions made by migrants and diasporas to the development of countries of origin and destination.

The series of consultations is aimed at informing the GCM, which will be the first inter-

governmentally negotiated UN agreement to comprehensively cover all dimensions of international migration. The private sector continued to call for the needs of the labour market to be considered in the elaboration of the agreement.

August



Building the capacity of members is always at the heart of IOE work, and the Secretary-General travelled to Tehran to contribute to the “Effective Employers’ Organisation” training, and to meet with the board members and affiliates of the Iran Confederation of Employers’ Associations. She focused in her interventions on responsible business conduct and the Future of Work.

Mid-August, the IOE contributed to the ASEAN Regional Employers’ Meeting in Kuala Lumpur, Malaysia. The employers’ organisations from the ASEAN countries identified strategic objectives and priorities for their plan of action going forward and the IOE presented on topics relevant to the region such as the Future of Work and the Global Forum on Migration and Development.

The Deputy Secretary-General contributed specifically to the Employer Roundtable on the

textile, clothing and footwear sector, which was jointly organised with ACT/EMP, given the ILO’s intention to establish an ambitious global supply chain project in the region. Members were alerted to the possible impacts of such an initiative and reminded of the political positions adopted by the Employers during recent ILC and GB discussions on global supply chains. The employers’ organisations were also reminded of the conditions under which individual companies could address the ILO directly under private sector engagement guidelines adopted by the GB, as well as the ILO Enterprise Initiative.



The ILO’s Global Commission on the Future of Work was launched on 21 August. The IOE was present to articulate the Employers’ expectations that the Commission would conduct solid research, data collection and analysis in collaboration with other relevant international organisations and partners; promote creative thinking to bring about real change in designing future-proof policies, institutions and regulations; actively listen to all stakeholders and foster constructive dialogue to achieve a consensus to shape the future of work.





Tashkent was the location for the annual roundtable to take stock of the work of the ILO and the World Bank in Uzbekistan. This was an occasion to share the outcomes of international cooperation in the country with international and national stakeholders. The IOE supported its member, the Chamber of Commerce and Industry of Uzbekistan, in the deliberations and highlighted the importance of independent social partners.



The end of August saw the IOE accompany its Colombian member, the National Association of Industry (ANDI), to the VII Business Forum of the Global Compact in Latin America and the Caribbean, which took place in Medellin. The theme was responsibility and sustainability in the context of indigenous populations. The IOE provided the perspective of employers in several interventions.

September



The XXI World Congress on Safety & Health at Work took place in Singapore from 3-6 September. With OSH an important area of activity, the IOE organised a symposium and participated in several of the meetings organised by the ILO, the Global Center for Healthy Workplaces and by IOE partner, International SOS, which were designed to provide a deeper understanding of safety and health at work issues and to explore solutions globally.



The IOE conducted a series of meetings with members in Asia in September, with the aim of presenting the IOE's work and better understanding and delivering on the members' needs. The meetings concluded with touchpoints for further collaboration. The Employers' Federation of Pakistan in Karachi; the Bangladesh Employers' Federation in Dhaka, the Employers' Federation of Ceylon in Colombo and the Federation of Indian Employers in New Delhi were all visited during the tour.



The annual meeting of the IOE-BIAC initiated Global Apprenticeships Network (GAN) took place in Paris in early September, which was also the occasion of the historic launch of the French national GAN network. As a member of the GAN board, the IOE Secretary-General was there to extend wishes of welcome and success. This new GAN network is the first to be led by a company, the Adecco Group France, which pledged to lead the way towards training 10,000 apprentices in three years.

Mid-September saw the IOE support Member participation, in Mexico City, in the Xth Americas Competitiveness Forum, which was organised for leaders (ministers, deputy ministers, presidents of private competitiveness councils, business leaders and academia) to interact, exchange experiences and develop closer collaboration. It also provided a space for entrepreneurs to connect with these authorities, to foster dialogue and build bridges to promote successful initiatives for economic development. The IOE provided input to the discussions at the Forum.



The High-level Launch of the Equal Pay International Coalition (EPIC) took place during the UN General Assembly in New York. This strategic multi-stakeholder coalition aims to support UN member states, in collaboration with employers' and workers' organisations, to contribute to the achievement of Sustainable Development Goal (SDG) target 8.5 (equal pay for men and women for work of equal value) and SDG 5 which seeks gender and women's empowerment.

The launch brought together senior government and UN officials, business executives, and worker and employer leaders to discuss the role of equal pay in increasing economic value and building sustainable enterprises. Peter Robinson (USCIB) delivered an intervention on behalf of the IOE in the panel discussion on lessons learned for drawing top talent for innovation and growth at leading businesses through implementing equal pay policies.





The IOE series of workshops organised and conducted in collaboration with the Global Reporting Initiative and the Centro Vincular, with the support of the European Union, continued in Kumasi, Ghana. The workshop succeeded in raising awareness and deepening understanding of the main international business and human rights initiatives and instruments that support and guide enterprises in conducting themselves responsibly and reporting transparently. In a joint statement at the conclusion of the workshop, the participants expressed strong commitment to responsible business conduct, and called for more concrete government action to encourage and support them.

On this occasion, the IOE was represented by the Malaysian Employers' Federation, who provided input to the review of the draft standard with a view to having the realities of the private sector reflected in the text. The outcome was criticised by the IOE representatives for being impractical and unbalanced, particularly for SMEs.



Sydney was the location for the 10th World Chambers Congress and the IOE was there alongside our member, the Australian Chamber of Commerce and Industry (ACCI), to moderate the "Skills for Tomorrow" panel and judge the best job creation and business development project. This was also an occasion to meet with ACCI leadership and members, to share views on the future of business representation and business engagement with the wider community in a changing world.



The 6th Meeting of ISO 45001 (Occupational Health and Safety Management Systems) Stakeholders took place in Melaka, Malaysia.



The Secretary-General went on to Wellington to meet with Business NZ leadership and members, as well as the country's labour minister. Among the items on the agenda were the Future of Work; business and human rights; and IOE services and advocacy on behalf of its members.



In line with our ongoing mission to build members' OSH-training capacity, the IOE co-organised a workshop in Tbilisi with the Georgian Employers' Association (GEA). The IOE's OSH adviser commended the key role being played by the GEA in promoting a preventative OSH culture, and made the business case for implementing up-to-date OSH practices. This workshop was co-funded by the European Union.



The ILO Standards Review Mechanism (SRM) Tripartite Working Group met for a third time in Geneva, on this occasion to examine the general provisions and specific risks related to several OSH instruments. The Employers' interventions reaffirmed that the standards review should take into account the needs of sustainable enterprise.

The G7 Labour and Employment Ministerial took place in Turin, Italy on the theme of "Placing people and work at the centre of innovation". The ministerial aimed to address future labour and employment policies and to agree on concrete operational follow-up for stronger G7 cooperation.

IOE President Erol Kiresepi addressed the ministers directly on behalf of the global employer community. The ministers, in turn, acknowledged that G7 labour markets were undergoing major transformations driven by globalisation, automation, digitalisation, demographic changes and international migration, and that they would have to adopt inclusive labour market policies to ensure that "no one is left behind", in line with the 2030 Development Agenda.





October

Istanbul, Turkey was the location for the 10th ILO European Regional Meeting, which brings together Government, Employer and Worker representatives of the region every four years. Its aim was to review progress in implementing the ILO Decent Work Agenda in the region since the previous meeting and to discuss current and future challenges.

The Employers articulated their expectations for the adoption of policies that inter alia foster growth, decent work, and opportunities for all, and that support entrepreneurship, and an enabling environment for enterprises, including

the establishment of new and innovative businesses in the formal economy. They also continued to emphasise the value of strong, representative, inclusive and effective social dialogue.

Immediately afterwards, the IOE's members from Europe and Central Asia held their annual meeting, hosted by the Turkish Confederation of Employers' Associations (TISK), to discuss topics including labour market reforms; the future of work; how to address the skills mismatch; and the potential for development and cooperation presented by the new economic realities in the region.





The IOE's partnership with the European Union ensures a seat at the table at the meetings of the European Commission Policy Forum on Development. Jordan was the location for the Task Team Multi-stakeholder meeting for the Middle East, which provided a space for cross-cutting dialogue related to the role of civil society organisations and local authorities as relevant development actors.

The meeting promoted policy debate, consultation and the exchange of information and experience with regard to EU development policies and initiatives. The IOE continued to argue for the involvement of IOE members on the ground in the design, implementation and roll-out of such initiatives.



Also in the Middle East, the IOE was represented at the ILO Interregional Consultation on Labour Migration and Mobility from Asia and Africa to the Middle East, which took place in Beirut. This consultation brought together representatives of government, social partners, civil society organisations and academics from 22 countries in the inter-related labour migration corridors to identify key challenges and propose ways forward, including the realisation of fair migration and recruitment.

The IOE presented the business case for international labour migration, as well as for addressing irregularities. The outcomes would contribute to the development of the Global Compact for Migration (GCM) to be adopted in 2018.



On 10-11 October 2017, the Euro-Mediterranean Social Partners held the third Union for the Mediterranean (UfM) Social Dialogue Forum in Brussels.

Representatives of trade unions and employers' organisations from both shores of the Mediterranean gathered to discuss priorities and the state of implementation of the 2016 "Declaration on Social Dialogue", which covers four key areas of social partner involvement - informal work, youth employment, skills development, and migration. The parties also discussed a range of good practices in these areas, as well as COP 21 follow-up and decent work in global supply chains. They highlighted the added value of independent and effective bilateral and trilateral social dialogue for democracy, competitiveness and social development.

The conclusions called on ministers to deliver on their commitment to boost the capacity of social partners' organisations, and of social dialogue institutions, as well as the culture of social dialogue, by developing sound practices in companies and in sectors.



October saw the IOE's Global Occupational Safety & Health (GOSH) network, which has been active for almost ten years, meet in London. Hosted by IOE partner, International SOS, the agenda covered topics such as mental health in the workplace, the OSH implications of flexible workplaces and fostering a "zero harm" culture through best practices.



Continuing IOE secretariat support for participation in ILO sectoral meetings, we coordinated the business experts at the ILO Meeting of Experts on Safety and Health in Opencast Mines in Geneva. Representatives of employers, workers and governments reviewed and adopted a revised Code of Practice on safety and health in opencast mines.



Arusha was the location for the second workshop of the reporting period on promoting responsible business conduct. The IOE once again joined with the Global

Reporting Initiative, the Centro Vincular and the member on the ground - the Association of Tanzania Employers - to organise the event, provide presentations, insights and training on sustainable business behaviour and transparent reporting. This workshop was co-funded by the European Union.



From 23-27 October, the IOE participated in the third session of the open-ended intergovernmental working group on business and human rights, the mandate of the group being to elaborate an international legally binding instrument to regulate, in international human rights law, the activities of transnational corporations and other business enterprises.

The IOE prepared a joint business statement with BIAC, ICC and FTA on the elements of the draft treaty, and made several interventions on the reasons for the lack of business support. The statement set out that the draft elements jeopardised the crucial multistakeholder consensus achieved by the UN Guiding Principles on Business and Human Rights (UNGPs), the spirit and wording of which were undermined by the elements. The business community further argued that the draft norm as presented would be counterproductive

to the business and human rights agenda, and risked stalling investment flows to industrialised, emerging and least developed economies. Also noted by the collective business voice were the flawed proposals on trade and investment, extraterritorial jurisdiction and the reversal of the burden of proof.

November



The IOE supported the Employers' Group of the ILO Governing Body for the 331st session, which ran from 26 October – 9 November, providing support and guidance in advance of, and during, the session, and a report of the outcomes as they relate to the Employer constituency. Please refer to our Strategic Objectives chapter for more detailed information.



As the G20 presidency transferred from Germany to Argentina, former IOE President Daniel Funes de Rioja was appointed Chair of the B20, and the IOE continued as Co-Chair of the Employment and Education Taskforce.

During the handover, Daniel Funes reaffirmed the longstanding commitment of business to making substantive contributions to the outcomes of the G20's work. He also urged the labour ministries and heads of state to modernise and adapt labour and educational systems to address the challenges of employability, new technologies and the digitalisation of the economy.



With the Future of Work a priority on the IOE agenda, the Secretary-General accepted an invitation to speak at The Economist Conference on the Future of Work in Geneva. Ms Kromjong's remarks focused on the changes needed by companies to adapt to the future workplace, including in the area of training and retention of employees.



Taking advantage of the presence in Geneva of members of the ILO GB, informal tripartite consultations continued to review the functioning of the ILO Conference Committee on the Application of Standards (CAS).

Under review were the preparation, adoption and follow-up of cases, as well as the establishment of the list of cases for examination. It was agreed that there was

growing ownership and clarity around points of consensus in the conclusions, and that the 2018 CAS should follow the 2017 procedure. With regard to the list of cases, many regional groups joined with the Employers in calling for the inclusion of cases of progress with a view to sharing best practices, and also for more focus on the application of technical Conventions. On the matter of follow-up, the Employers called for more information on the type of ILO technical assistance on offer, as well as a summary report of ILO missions undertaken as a result of CAS conclusions. The Employers also reiterated the need for national representative organisation of employers to be informed of and involved in such missions.



The IV Global Conference on the Sustained Eradication of Child Labour took place in Buenos Aires, Argentina from 14-16 November.

The IOE was there in force, appearing in the opening ceremony and on ten different panels, to reaffirm the commitment of business to contribute to the eradication of child labour in all its forms by 2025. The assembled stakeholders - governments, employers, workers and other civil society groups - discussed global strategies not only to accelerate the eradication of child

labour but to achieve targets 8.5, 8.6 and 8.7 of the Sustainable Development Goals (child labour, forced labour and the generation of quality youth employment).

The IOE representatives emphasised the need for cooperation, global political commitment and concerted action, and called for employers' organisations to be fully involved by governments in the implementation of national initiatives to achieve the goals.



Dubai was the location for the Federation of UAE Chambers of Commerce and Industry Conference on the Governance of Temporary Labour Migration in the Gulf. This was an occasion for the IOE to provide the employers in the region with an overview of the status, content and potential impacts of the Global Compact for Migration to be adopted in 2018, and to take their perspectives into account in the global employers' input to the GCM via the GFMD Business Mechanism.

Continuing strong engagement in the ILO's Future of Work Centenary Initiative, the IOE participated in an ILO-organised seminar on the sharing economy and its social challenges. The Secretary-General was a panellist, alongside representatives of UBER, and the World Economic Forum.





From 21-23 November, the IOE participated in an ILO tripartite meeting of experts to identify possible action to promote decent work and the protection of fundamental principles and rights at work in export processing zones (EPZs).

The Employers committed to support enterprises to respect fundamental principles and rights at work and promote decent work; to support public labour inspection; carry out due diligence; and engage in social dialogue on policies to promote decent work in EPZs.

However, they also argued that an extensive knowledge gap on the impact of EPZs on decent work and their diverse nature underscored the need for the ILO to undertake comprehensive data collection, and that this gap mitigated against a "one-size-fits-all" approach. Underlining the contribution of EPZs to enterprise development, job creation in the formal economy (often for women and youth), social protection, skills development and economic growth, the Employers noted that companies located in EPZs often provided higher wages than their counterparts outside the zones.

The outcomes would feed into the ILO's action plan to promote decent work in EPZs, including those linked to global supply chains. The ILO was also called upon to provide capacity-building support to the tripartite constituents in relevant countries in order to better promote decent work and protect fundamental principles and rights.



The IOE participated in an ILO technical seminar and tripartite policy dialogue on labour provisions in trade arrangements (TAs) which took place in conjunction with the European Commission in Brussels.

The event brought together European social partners, policymakers, and ILO and EU officials to share views and country experiences on the design, implementation and effects of labour provisions in TAs. The IOE's Regional Vice-President for Europe, Ms Renate Hornung-Draus, delivered the employers' perspective in a panel discussion, pointing out that the involvement of employers' organisations had been progressively recognised as an important element in the successful negotiation and implementation of trade agreements.



Athens was the location for the ILO-AICESES Conference on Social Dialogue and the Future of Work. The IOE participated, alongside local member SEV Hellenic Federation of Enterprises, intervening on the future of the Economic and Social Councils and Similar Institutions.

They stressed the role of workers' and employers' organisations as an entry point for these institutions in the reality of the new world of work, underlining that the challenges presented by the changes in the world of work

risked eroding the foundations of the social dialogue institutions we know.

Employers' organisations, like workers' organisations, needed to respond by demonstrating leadership and representativeness; reaching out to new members with more and better services; promoting strong and responsible social partnerships; and building and sharing expertise on developing a new regulatory framework for a dispersed workforce.



The end of November brought the Annual UN Forum on Business and Human Rights once again to Geneva. The focus of the 2017 edition was "access to remedy", and particularly the examination of systemic flaws and shortcomings in existing efforts, and the review of emerging good practices and innovations with a view to achieving greater coherence and committed action in the service of human rights and rights-holders.

The IOE prepared for the Forum by submitting information on good practice of "access to remedy", participated fully and co-organised a side event with partners on how MNEs can use their leverage to help enable remediation by business partners.



Abidjan was the location for the 6th EU-Africa Business Forum. Organised ahead of the 5th African Union-European Union Summit, held in Abidjan on 29-30 November, the EABF brought over 1000 representatives from African and European businesses together with political leaders to discuss how to stimulate the investment needed to create quality jobs in Africa.

The agenda homed in on four strategic priorities: renewable energy, agribusiness, infrastructure and the digital economy. Many IOE members participated, and our organisation was represented by the General Confederation of Employers of the Côte d'Ivoire.



At the end of November, the Swiss Government and the Institute for Human Rights and Business convened the 2017 Sporting Chance Forum.

150 leading representatives of government, UN agencies, sports governing bodies, major-event host cities, trade unions, NGOs, sponsors and broadcasters heard the keynote address

by IOC President Thomas Bach on the work of the Mega Sporting Events (MSE) Platform for Human Rights over the past year and discussed the new tools that had been developed to improve the human rights situation in this area. The IOE Secretary-General was a panellist on the way ahead.

The Forum concluded with a commitment to establish an independent Centre for Sport & Human Rights in 2018. The Centre will promote effective approaches to prevent, mitigate and remedy human rights impacts associated with sport in full alignment with international human rights and related instruments, principles, and standards including the UN Guiding Principles on Business & Human Rights. It will uphold the ILO Declaration on the Fundamental Principles and Rights at Work, OECD Guidelines for Multinational Enterprises, as well as the Sporting Chance Principles on Human Rights in Mega-Sporting Events.



IOE work on international labour migration continued at the stocktaking meeting of the Global Compact for Safe, Orderly and Regular Migration (GCM) in Puerto Vallarta, Mexico. The stocktaking meeting followed prior consultation sessions and provided a platform for nations and stakeholders to jointly shape a vision for the GCM. The private sector again stressed the needs of business in terms of international skills mobility and was led by the GFMD Mechanism, which is supported by the IOE and partner companies.

December



With the future of work set to remain a key focus of IOE activity, we participated in the University of Bergamo and ADAPT International Conference on Industry 4.0. The aim of the conference was to examine the pedagogical, contractual and psychological approaches that might contribute to tackling the challenges posed by the new industrial revolution. The principal takeaways would feed into the IOE's understanding, perspectives and position on the future of work in the ILO's Global Commission and other forums.



On 7-8 December, the XX Inter-American Conference of Ministers of Labour of the OAS (IACML) took place in Barbados, providing a unique space for the labour authorities concerned to collectively reflect and build consensus around three key topics for the region: better coordination between education, training and labour to unleash youth potential; implementation of SDG 8; gender equality; and ensuring labour rights and opportunities for vulnerable groups.

As usual, the IOE coordinated the position of the employer advisory body CEATAL, and supported the development of the joint declaration with the workers' body COSATE.



The annual meeting of ILO constituents with the Committee of Experts on the Application of Convention and Recommendations (CEACR) took place on 7 December. The Employers' CAS Spokesperson was supported by the IOE team in the meeting which was designed to strengthen dialogue between the CEACR and the CAS, as well as to provide a platform for the constituents to express the realities and needs of the users of the ILO supervisory system. In light of the increase in the number of cases of serious failure to report, the Employers' Spokesperson called for concrete measures to ensure fuller submission of reports and responses to previous CEACR comments, specifically in the case of countries with a long history of failure to report.



Meanwhile, the IOE was also represented at the Thailand in Transformation Conference, jointly organised by the Employers' Confederation of Thailand and ILO ACT/EMP, which considered how technology is changing jobs and enterprises.

The Conference took place against the backdrop of the Thai government's "Thailand 4.0" initiative to promote a new economic model that will move the country from the middle-income to the high-income range.

This was an occasion to share information on key challenges and opportunities related to the future of work and the future of business, and the IOE presentation provided a global picture of the changes in business models and patterns, as well as highlighting that diverse forms of work were increasingly the new norm.



The Deputy Secretary-General went on to Jakarta to share perspectives on the future of work with the Association of Indonesian Employers (APINDO) and its membership. Here, there was a focus on addressing the new challenges being faced by employers' organisations, particularly those in emerging economies, in the face of a new era of digital transformation.

January



The IOE consolidated its contribution to the European Commission Policy Forum on Development by participating in the regional meeting for Europe, which took place in Ghent (Belgium) mid-January.

There was a strong employer turnout, with participation by IOE members from Azerbaijan, Denmark, Malta and Montenegro, as well as a representative of the IOE secretariat. The two-day event consisted of panel presentations, discussions and audience interaction, kicking

off with an introduction to the PFD's main goals, ongoing work and relevance, and encouraging further policy dialogue amongst stakeholders.

Of particular interest was the discussion on the EU's commitment to policy coherence for development (PCD) in light of the SDGs. Perspectives were shared on progress towards achieving the goals, a priority that is high on the global employer agenda. Mr Mirza Muleskovic, Head of the Department for International Affairs and Projects at the Montenegrin Employers' Federation, was a panellist.



Taking advantage of the annual gathering of global leaders organised by the World Economic Forum in Davos, a B20 roundtable took place to discuss the business challenges and opportunities within the framework of the Argentine G20, chaired by B20 chair and former IOE President Daniel Funes de Rioja.



Davos was also the occasion for a W20 event "towards the economic autonomy of women" which provided a venue to recall and analyse the public policies generated as a result of previous W20 recommendations to the Group of Twenty heads of state and government. The

IOE's contribution focused on the importance of shaping an inclusive business environment.



With youth employment a priority policy area, the IOE supported the GAN/Accenture Breakfast Meeting at Davos, which called on leaders to unite for skills, jobs and youth. Here was an occasion for the IOE to reaffirm its commitment to the GAN and to emphasise the importance of apprenticeships in kick-starting careers and developing skills.

The meeting concluded with a call for specific commitments to advance GAN's 20X20X20 challenge which invites 20 of its board members to reach 20 million young people by 2020 by sharing their experiences of how apprenticeships and work-based learning models have impacted their industries, as well as their own professional lives.



The IOE Secretary-General was in Ottawa at the end of January, accompanied by IOE member, the Canadian Employers' Council (CEC), for the Employment Preparatory Meeting under Canada's G7 presidency.

Canada set out five key themes: investing in growth that works for everyone; preparing for the jobs of the future; working together on climate change, oceans and clean energy;

building a more peaceful and secure world;
and advancing gender equality and women's
empowerment.

The business contribution focused on
preparing for the jobs of the future, and
highlighted that the Future of Work should be
viewed primarily as an opportunity; that diverse
forms of work required a regulatory framework
that allowed for flexibility in the labour market
to accommodate trends and developments as
yet unforeseen; and that there needed to be
a focus on skills development and continuous
learning, as well as on ensuring that business
could access the global talent that it needed.

Business further argued that social protection
and social benefits should be decoupled
from the job and linked to the individual,
and that a more diverse workforce added to
economic growth with the advancement of
women at work requiring more leadership
and continuous focus. Last, but not least,
the business statement called for strong
and constructive social dialogue and more
partnerships between governments, business
and education institutions.

February



The IOE, Centro Vincular and Global Reporting Initiative Workshop to promote sustainable and responsible business conduct and transparent reporting again enjoyed a high turnout by the affiliates of IOE members in Bangladesh, Peru and Colombia, indicating that this is a popular service offer for employers' organisations.



Designed with the local audience in mind, these workshops aim to raise awareness and deepen understanding of the main international business and human rights initiatives that can support and guide enterprises as they seek to embark on, or improve, their sustainability reporting and practices.



The IOE Deputy-Secretary General participated in the high-level ILO Mission to Guatemala in support of the implementation of the tripartite agreement signed by the country's social partners during the November 2017 ILO GB.

Undertaken to resolve a Convention 87 complaint lodged in 2012, the mission saw the launch of the National Tripartite Labour Relations and Freedom of Association Commission to be responsible for dealing with labour issues and collective bargaining. A series of amendments to national labour legislation were proposed to align with international conventions.



The second of four planned rounds of discussions within the framework of the ILO's Global Commission on the Future of Work took place in Geneva on 15-17 February. The goal

was to start work on an independent report on achieving a future of work that provides decent and sustainable work opportunities for all. The Prime Minister of Sweden Stefan Löfven, and Ameenah Gurib-Fakim, President of the Republic of Mauritius, co-chaired the Commission.

Employer participants were Mthunzi Mdwaba, IOE Vice-President to the ILO; Kristin Skogen Lund, CEO of the Confederation of Norwegian Enterprises (NHO); Dr A. Didar Singh, Former Secretary-General of the Federation of Indian Chambers of Commerce and Industry; and Alain Dehaze, Chief Executive Officer of the Adecco Group, as well as Deputy Secretary-General, Roberto Suárez Santos who leads the Future of Work initiative in the IOE secretariat.

The exchange focused on six clusters: the role of work; ending women's inequality in the workplace; technology for social/economic development; managing change during education; new approaches to growth and development; and the future governance of work.



At a UN meeting in New York, the negotiations continued towards a Global Compact for Safe, Orderly and Regular Migration. Once again, the GFMD Business Mechanism made the business case for international labour migration in the multi-stakeholder panels and discussions as the process moved towards its conclusion.



The B20 Task Force on Employment and Education hosted a conference call for members in Buenos Aires to kick off its work and to discuss in general terms the likely areas of focus for recommendations: migration, demographics, the ageing population, climate change and skills being at the forefront.

The IOE was well represented by the President, several board members and secretariat staff.

March

The IOE-Business Africa Enterprise Forum took place in Nairobi in early March, hosted by the Federation of Kenya Employers and co-funded by the European Union. Almost 50 representatives of employers' organisations across Africa came together with external experts to analyse the business environment for sustainable enterprises; share experiences of advocating for policy change and building capacity to contribute to good governance and effective social dialogue; and to explore how employers' organisations can best be supported to fully unleash the potential of

trade for more and better jobs. IOE President Erol Kiresepi provided the opening address.



While in Nairobi, the members had the opportunity to participate in the "Stars in Africa" Conference, which was organised by MEDEF and co-hosted by the IOE, to showcase and celebrate youth entrepreneurship and innovation. President Uhuru Kenyatta highlighted his government's support for business and job creation for young people in key sectors such as ICT and agriculture. The IOE organised two additional events alongside: a seminar on responsible business conduct, and a meeting of Africa-EU employer organisation leaders, which provided a venue for exchange between Pierre Gattaz, President of MEDEF, and IOE President, Erol Kiresepi, who underlined the link between skills development and youth and women's entrepreneurship.

Meanwhile, Roberto Suárez was in Madrid to deliver a presentation on employer organisation activities to promote the development of MSMEs, as well as to meet with members CACIF and CEIB to prepare the 2018 Meeting of Ibero-American Employers' Organisations' Presidents, which will take place in Guatemala in November.





The IOE participated in the general debate at the Human Rights Council in Geneva on the report from the third session of the intergovernmental working group on business and human rights ("Ecuador treaty process").

Following extensive consultation with the members, the IOE restated its opposition to the elements of the draft legally binding instrument to regulate, in international human rights law, the activities of transnational corporations and other enterprises, citing the huge risk that the document posed to the global consensus on business and human rights. The IOE rallied its membership to lobby their governments to formally consult with the UN Human Rights Council on the terms of reference for future sessions and to organise more meaningful opportunities to consult with business and take more notice of their concerns with this initiative.

B20 Employment & Education (EE) Task Force Co-chair Erol Kiresepi and B20 Executive Sherpa Carolina Castro opened the first face-to-face EE task force meeting of the Argentina B20 at the ILO in Geneva. The discussion included key issues for the G20, including the challenges and opportunities arising from the evolving labour market and how to prepare young people for the future of work. The Chair of the task force, Globant CEO Mr Martín Migoya, underlined the need to rethink current education systems in response to the rapid pace of cultural and digital transformation. This was also an occasion for the B20 to meet with L20 counterparts, with the IOE Vice-President to the ILO, Mthunzi Mdwaba, representing the Employers in the discussion on possible joint areas of work.

USCIB Senior Counsel Ronnie Golberg spoke on behalf of the IOE at the 62nd Session of the UN Commission on the Status of Women, a functioning commission of ECOSOC, in New York mid-March. This platform serves as a space for collective reflection on strategies and actions to address the challenges that rural women face in the world of work. Ms Goldberg participated in the high-level interactive panel: Ending Violence against Women – prevention and response in the world of work.





The IOE Policy Working Group on Sustainable Development met for the second time. Participants heard presentations from NHO (Norway), RSPP (Russia) and USCIB (United States) on their own and their members' initiatives to promote business involvement in achieving the targets of the Sustainable Development Goals (SDGs), including member companies' best practices, publications, memoranda of understanding with government, websites such as USCIB's Business for 2030, working groups, and conferences. It was acknowledged that the SDGs would only be achieved with the cooperation and coordination of governments, civil society and business, and that financing was an issue that could be addressed by implementing new methods for blending public and private funds to scale up activities. Plans were announced for participation in the Global Business Alliance for 2030 conference in July, and for the organisation of a global IOE SDG event in October.



The 6th Global Meeting of the Policy Forum on Development (PFD) in Brussels was the occasion for the private sector to reaffirm its commitment to contribute to an enabling

environment for development by working alongside partners and governments. Supported by the secretariat, IOE members from Colombia, Malaysia, Senegal and South Africa took part in the meeting, as well as a private-sector only interactive session in advance of the event. The Global PFD meeting acknowledged that pre-requisites for an enabling environment included basic legal, regulatory and policy frameworks. Participants explored inter alia: how to enable development partners to maximise their contribution to development; policy coherence for development in light of the collaborative approach needed to meet the SDG targets; and blending official development assistance with private and public loans particularly to support SMEs and local businesses in their efforts to make their contribution.



The global voice of employers was represented at the G7 Employment and Innovation Ministers' meeting in Montreal by IOE President, Erol Kiresepi. Focusing on the theme "Preparing for Jobs of the Future", and on the need to capture the benefits that flow from technological advancement, it was agreed that governments must work with businesses, academia and other partners. Mr Kiresepi presented the IOE's perspectives on the future of work, highlighting the readiness of business to rise to the challenges ahead and to collaborate with governments to increase labour force participation through apprenticeships, training opportunities and adult upskilling programmes.



April

The second edition of the Global Employers' Young Professionals Academy took place in Madrid. Co-organised by the IOE and the training centers of the Spanish Employers' Organisation (CEOE) and ITCILO, with the support and co-funding of the European Union, the Academy brought together 24 young professionals from IOE member federations in 20 countries to develop their skills and to build their networking capacity. The participants all achieved their certificate on successfully completing the week-long, face-to-face course which had been preceded by a two-week distance-learning preparation module. A third edition of the Academy will take place in 2019.

On 10 April, IOE President Erol Kiresepi participated in a meeting at the UN in Geneva on the topic of Private Sector Partnership Arrangements in the Context of the 2030 Agenda for Sustainable Development. The President invited the UN to engage with business through their representative organisations on the ground and to facilitate business engagement by simplifying UN

procedures for partnerships. He also underlined that the private sector contribution to the achievement of the SDGs was multi-faceted and went beyond financial support.



Buenos Aires, Argentina was the location for the B20 workshop on "Building opportunities for an inclusive future of work", which was to feed into the deliberations of the G20 Employment and Education Working Group. The IOE contributed an overview of global technological change and the challenges arising for the labour market. This was followed by a meeting of the G20 Sub-group on Labour Income Share and Inequalities where the IOE's intervention focused on the quality of employment in the future of work, and what this might mean for inequality.





Hosted by GOSH member, Grosvenor Group, the network held its second meeting of the reporting period in London. Once again, the agenda dealt with practical OSH issues and provided a space for sharing information and solutions to corporate challenges in this area.

- **Indicator 8.8.2:** Level of national compliance of labour rights (freedom of association and collective bargaining) based on International Labour Organization (ILO) textual sources and national legislation, by sex and migrant status

In line with our commitment to contribute to the achievement of the SDGs, the IOE supported the Employer participation in an ILO Technical Meeting of Experts on SDG Indicator 8.8.2 on labour rights. The meeting agreed on a methodology for measuring the level of national compliance, as outlined above, to be presented to the 20th International Conference of Labour Statisticians to be held in Geneva in October 2018.



Meanwhile, the IOE joined forces with French member MEDEF and its affiliate SODEXO to organise a business and human rights conference in Paris. Panel discussions, followed by break-out group discussions, considered global developments in the business and human rights arena.

The Acting Secretary-General travelled to the Philippines to contribute as a panellist in the 39th National Conference of Employers/ ASEAN Conference of Employers in Manila. Hosted by IOE member, ECOT, the Conference discussed the achievement of resilience and growth amidst radical change in labour and employment policies. In his intervention, Roberto Suárez highlighted the importance of employer organisation advocacy in shaping the policy environment, in replicating good practices and scaling up skills development programmes as a means to overcoming the challenges ahead.





Ongoing employer and business input to the international labour migration debate saw the IOE-hosted business mechanism participate in the GFMD Thematic Workshop on Migration for Development: a roadmap to achieving the SDGs, which took place in Morocco. The meeting made concrete proposals on how the Global Compact for Migration (GCM) can advance the interaction between migration and the SDGs. It also explored the role of the GFMD in showcasing state-led initiatives and experiences of implementing migration-led commitments in the SDGs. This was also the occasion to finalise the GFMD report and plans for the High-level Political Forum to take place in Morocco in December.



For the 42nd consecutive year, employers' organisations from East, Central & Southern Africa came together to discuss and share experiences on issues of common concern. Hosted by the Federation of Uganda Employers (FUE) in Kampala, and with the financial support of the European Union, the deliberations built on the outcomes of the 2017 meeting which took place in Walvis Bay, Namibia under the theme: "From Declaration to Action – Accelerating an enabling environment for youth employability and entrepreneurship". On this occasion, the delegates produced a Road Map, highlighting areas for action to achieve concrete results within a given timeframe.

May



Top of the work agenda in May was preparation for the Employer participation in the upcoming International Labour Conference. As usual, the IOE provided a microsite for members as a key resource to access committee updates, reports, key employer messages, information on Employers spokespersons and more.

Work was also underway to prepare the 5th Annual IOE Forum during the ILC, which, this year, will focus on Building a Workforce for the Future with Diversity, Equality and Inclusion, bringing together leaders from national employers' organisations around the globe, as well as external experts, to share perspectives and showcase best practices in promoting measures to achieve a workforce fit for the future of work.



As part of its contribution to a successful B20 process, the IOE participated in the B20 Regional Consultation Forum which took place within the framework of the St. Petersburg International Economic Forum. The meeting provided a venue for heads of major companies and business associations, senior G20 government officials, high-level representatives of international organisations and experts to discuss B20 recommendations in the areas of the digital economy and human capital development. The outcomes fed into the B20 policy recommendations to be delivered at the Summit to take place in Buenos Aires in October.

STRATEGIC OBJECTIVES

The Strategic Framework adopted by the 2017 General Council has three pillars: the first is to inform and influence the 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; the second is to support members to be effective and efficient representatives of, and service-providers to, their affiliates; and the third is to support and guide global companies as they navigate the international regulatory landscape.

STRATEGIC OBJECTIVE I: advancing the IOE policy agenda internationally

As you can see from the highlights chapter, advocating on behalf of business takes the IOE to the four corners of the world, but it begins in Geneva at the International Labour Office (ILO). Significant resources are dedicated to the International Labour Conference (ILC), the sessions of the Governing Body (GB), ILO Sectoral and Experts' meetings, and to work with specific ILO departments, such as STANDARDS, as well as daily contact with the ILO Bureau for Employers' Activities, ACT/EMP, and the coordination of the participation of employers in ILO meetings in the regions.

INTERNATIONAL LABOUR ORGANIZATION

106TH SESSION OF THE INTERNATIONAL LABOUR CONFERENCE



Employer representatives joined Government and Worker counterparts from 187 ILO member States for the 106th session of the International Labour Conference.

ILO Declaration on Fundamental Principles and Rights at Work). Standing committees discussed the application of international labour standards; the reports of the chairperson of the ILO Governing Body and of the ILO Director-General; as well as the verification of delegates' credentials. This Conference also abrogated, or withdrew, six conventions.



The 2017 technical agenda addressed labour migration (general discussion); employment and decent work for peace and resilience (standard setting); and the strategic objective of fundamental principles and rights at work (recurrent discussion under the follow-up to the



Delegates from almost 50 IOE member federations made interventions in plenary on the report of the ILO Director-General entitled Work in a changing climate: The Green Initiative.

- *Labour Migration*



Led by Scott Barklamb (ACCI, Australia), the Employers welcomed the acknowledgement that clear benefits flow from effectively governed labour migration, such as “...sustainable development for countries of origin, transit and destination, and benefits and opportunities for the migrant workers and their families. It can balance labour supply and demand, help develop and transfer skills at all levels, contribute to social protection systems, foster innovation and enrich communities...”.

The conclusions captured the ILO’s role in supporting such governance, particularly in the context of the UN’s Global Compact for Safe, Orderly and Regular Migration, which is due to be adopted in 2018, with a view to maximising the benefits and minimising the risks and social costs. There was agreement that future ILO action should draw on the wide range of existing tools available to support constituents in implementing coherent and comprehensive responses to labour migration, such as the 2016 ILO Fair Recruitment General Principles and Operational Guidelines, with the modality and timeframe for follow-up assessment being a matter for the GB.

The conclusions also underscored the role of the ILO in providing active and effective support for skills development, mobility and recognition, and the need for national discussion, policies and governance to be grounded in fact, rather than reflecting prejudice and misperception as to the contribution of labour migration.

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



Under the leadership of Lindiwe Sephomolo (ALEB, Lesotho) for a second year, the Employers’ group fully embraced this two-part discussion to revise the Employment (transition from war to peace) Recommendation (No. 71), with a view to more effectively supporting the creation, or restoration, of an enabling environment for sustainable enterprises as set out in the 2007 ILC Resolution.

The 2016 part of the discussion had ended with many key issues unresolved, such as the plight of refugees and returnees, and definitions of disaster, resilience and vulnerable groups. However, an ILO tripartite meeting of experts on refugees (in September 2016), as well as informal consultations on the draft Recommendation, prepared the groundwork for the overwhelming adoption of the Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205).

The Employers welcomed the instrument, and particularly its emphasis on the need to focus on the creation of sustainable enterprises, including small and medium-sized enterprises, and the transition from the informal to the formal economy. They also supported the focus on social dialogue, and the need for the active participation of representative organisations of employers and workers in planning, implementing and monitoring measures adopted for recovery and resilience.

- *Fundamental Principles and Rights at Work*



Under the leadership of Renate Hornung-Draus (BDA, Germany) the Employers' group commended the conclusions of this important discussion, which were captured in a Resolution calling on the ILO Director-General to prepare a framework for action to further promote ILO core labour standards around the globe.

Despite a pre-ILC report which the Employers considered lacking in balance, the Group invested great efforts to ensure that the work of the Committee complemented and built on the evaluation of the Social Justice Declaration that was undertaken at the 2016 ILC. The Group also successfully argued for wording that underscored the important role of business in promoting fundamental principles and rights at work.

Of further note was the Committee's call for the ILO's ongoing work on fundamental principles and rights at work to plug the implementation gap by reflecting understanding and responsiveness to the diverse realities and needs of member States in the application of technical assistance, capacity building, research and standards-related action across all four categories of principles and rights.

- *Application of Standards (CAS)*



The Employers' team was led by Sonia Regenbogen (CEC, Canada), who, in daily briefings to the Group, highlighted the constructive and open atmosphere in the Committee despite diverging positions on some substantial matters among the tripartite constituents.

During the General Discussion of the Report of the Committee of Experts on the Application of Conventions and Recommendations (CEACR), which serves as a preparatory, non-binding basis for the discussion, the Employers highlighted the positive elements, while suggesting further areas for improvement in the CEACR's work, the Office and the regular supervisory system. However, the Employers also re-iterated their objection to the Experts' interpretation of a right to strike in Convention 87, and their dissatisfaction that more than 80% of the Experts' "direct requests" to member States regarding the application of Convention 87 dealt to some extent – and more than 35% exclusively – with the right to strike, despite this matter lying outside the scope of Convention 87, and the mandate of the CEACR and the CAS.

The Employers therefore continued to emphasise that governments had no duty to provide information in their national reports on the application of Convention 87, to the CEACR or to the CAS, on changes to their law and practice in line with CEACR observations on the right to strike. Similarly, the CAS cannot make any request to governments for information, or for changes to law and practice, regarding the right to strike.

Of particular note is that the 2017 CAS conclusions were “short, clear and straightforward” and reflected concrete steps to address compliance issues. Only conclusions arrived at by consensus were adopted and divergent views were simply recorded in the proceedings.

The ILC adopted CAS conclusions on 24 individual cases related to issues arising from the implementation of labour rights.

The 2017 General Survey discussion was an opportunity to highlight that occupational safety and health (OSH) was a priority for constituents and therefore for ILO promotional activities. A call was made for the ILO to

step up its technical assistance, particularly on collecting OSH data, on making risk assessments and on focusing limited labour inspection resources on high-risk sectors.

The conclusions here pointed to the need for OSH capacity-building within representative organisations of workers and employers, given their pivotal role in promoting a preventative OSH culture. The Committee also asked the Office to campaign for the ratification and implementation of the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187), which the Employers view as a modern and flexible instrument.



- *Abrogation and withdrawal of international labour conventions*

Following the entry into force of the Instrument for the Amendment of the Constitution of the ILO, 1997, the ILC may abrogate a Convention in force if it appears to have lost its purpose, or no longer makes a useful contribution to the ILO's objectives. This provision, along with the Standards Review Mechanism, is a critical element in the process to ensure that the ILO

has a robust and up-to-date body of labour standards that serve as a global reference. Similar in effect to withdrawal, abrogation eliminates all legal effects arising from a Convention in force.

The 2017 ILC decided to abrogate, or withdraw, six conventions: C4, C15, C28, C41, C60 and C67, relating to specific categories of night work, minimum age, protection against accidents, and hours of work and rest periods.

ILO GOVERNING BODY (GB)



The 330th Session of the ILO Governing Body (June)

The 330th GB Session took place immediately after the ILC, on 17 June. New GB members were elected in a special ILC session on 12 June. Mr Mthunzi Mdwaba of South Africa was appointed Employers' Vice-Chairperson for the 2017-2020 term. He had previously served as the IOE's Regional Vice-President for Africa from 2014 – 2017 and was elected IOE Vice-President to the ILO at the Management Board elections in June 2017.

In addition to considering ILC-related matters, this GB heard a report from the Committee on Freedom of Association (CFA) of progress made in the ongoing review of the CFA's working methods. One important change, long argued for by the Employers, was that the name of any company touched by allegations brought against a government would appear only once.

The Employers considered the case of Venezuela to be of the highest importance among the 22 that were discussed. Given the longstanding and violent nature of the case, the Employers welcomed the CFA's expression of deep concern

at the serious intimidation levelled by the authorities at FEDECAMARAS, the IOE's member federation in the country. The Government was requested to adopt immediate and tangible measures to enable effective bipartite and tripartite social dialogue.

The 331st Session of the ILO Governing Body (October/November)



This was the first fully operational session with the new Employer team under the leadership of Mr Mdwaba.

There was discussion on ongoing efforts to improve the supervisory system for international labour standards as a result of the controversy created by the Experts' interpretation of a right to strike in ILO Convention 87, which continues to be disputed by the Employers. The way in which complaints (representations) are presented under Article 24 of the ILO Constitution, as well as the different procedures for cases involving principles and those involving conventions, were on the agenda and, while no consensus was reached, there was acknowledgment that solutions should first be sought at national level. Positive developments were reported in the exercise to update standards through the Standards Review Mechanism (SRM).

There were several other notable developments, including the change of title of the former Digest of decisions and principles of the Freedom of Association Committee of the Governing Body of the ILO to Compilation of Decisions of the CFA. While welcoming the amendment, the Employers expressed regret at the lack of tripartite participation in drafting the publication and will continue to consider this to be a publication of the Office, which contains inaccuracies currently being revised by the CFA members. Clarification of the CFA's mandate as distinct from those of the CAS and the CEACR remained under discussion, as did the drafting of a CFA annual report to increase awareness of the CFA's work and improve follow-up.

Discussion continued on the case of Venezuela; the Employers argued for an ILO Commission of Inquiry given the deteriorating political, economic and social climate and lack of cooperation by the Government. However, the decision was taken instead to urge the Government to engage in good faith in concrete, transparent and productive dialogue with a view to achieving solid and stable industrial relations with the full involvement of the social partners. The GB decided to conduct a high-level mission to the country.



Also on the agenda was ILO cooperation with the tobacco industry in response to a proposal by the UN Interagency Task Force on the Prevention and Control of Noncommunicable Diseases for a comprehensive, effective and consistent policy across the UN system for preventing tobacco industry interference.

For the Employers, Jacqueline Mugo (FKE, Kenya) pointed out that the proposed UN "model policy" had not been approved by ECOSOC and therefore did not legally prohibit collaboration with the sector. She underlined that this was not about eradicating tobacco consumption, but rather about development cooperation with the tobacco industry – a legal activity which provided a livelihood for a significant number of people. Funding from the tobacco industry had been successfully used to tackle child labour in tobacco-growing communities. Ms Mugo cautioned against the ILO making an ill-advised decision that would set a deleterious precedent regarding future engagement with the private sector. Furthermore, the UN's taking a hostile approach to the private sector would be in contradiction to its involving business in the design and delivery of the SDGs. Nevertheless, a consensus could not be reached, and the Office was called upon to propose a new strategy for cooperation with the tobacco sector. A decision was deferred to March 2018.

The ILO's Knowledge Strategy was also under discussion. The Employers were joined by the Workers and Governments in calling for such strategy to be properly and effectively governed by the constituents. This would involve the Office consulting on research themes, as lack of consultation in the past had resulted in

knowledge products and data lacking balance and relevance.

The GB discussed the proposed five-year plan of action to give effect to the ILC Resolution on the governance of labour migration. The Employers called for a comprehensive ILO skills strategy and for checks and balances to be part of the Migrant Recruitment Monitor project being led by the Office in partnership with the Workers. The Employers called for ILO promotional efforts with regard to the Resolution to include Convention 181. Finally, they requested that the GB review

the GCM at its November 2018 session, as well as any proposals for new or adjusted Office activities in light of the GCM.

Following a call from the Employers, the GB requested the ILO to refrain from further cooperation with the International Standardisation Organisation (ISO) as the latter's initiatives on OSH management systems and social responsibility, for example, interfered with legislative frameworks and increased the administrative burden on companies.

332nd Session of the ILO Governing Body (March)



This GB heard an update on the decision by the International Civil Service Commission (ICSC) to recommend a pay cut for ILO staff based on the findings of a post-adjustment survey undertaken in 2016. Following concerns over methodology, a consultant had been appointed to review the survey, which had identified a catalogue of errors. The Employers called for fair and equitable treatment of ILO staff and for ILO practice to be consistent with its role of protecting the rights of workers and employers around the world. They also called for the implementation of any pay cut to be based on rigorous and sound methodology, which had not been the case in this instance. However, despite vocal Employer opposition, the pay cut was confirmed, and strike action ensued. The ILO took note of the legal issues and

committed to engaging with ICSC on reforming the methodology.

The CFA discussed 23 cases and produced a report which could not be discussed in the GB as a result of the industrial action. The CFA did, however, make progress regarding its working methods and mandate; updating of the Compilation; the ILO Centenary; and the elaboration of the CFA's annual reports.

The industrial action also meant that the Standards Initiative discussion, and specifically the implementation of the work plan for strengthening the supervisory system, could not take place as planned.



This GB looked ahead to the 2019 ILC – the Centenary Conference. The Employers argued for a focus on the future of work, and specifically on the changing nature of work (employment opportunities arising from new technologies and trends); skills for the future; and governance at work. However, the majority of the constituents wished to continue the 2018 ILC standard-setting discussion on Violence and Harassment in the World of Work, and European governments also called for a Centenary Declaration. The Employers did not object to the continuation of the Violence and Harassment discussion, but doubted the added value of a Declaration, given the static character of such a document in such a dynamic environment as the future world of work, and called for more clarity on content and format. There was general agreement that

the output of the ILO Global Commission on the Future of Work should provide substantive content for the plenary discussions at the Centenary ILC and that this should be the focus of the Director-General's report.

The follow-up discussion on ILO engagement with the tobacco industry was also hampered by the industrial action and no decision could be taken. However, the Employers had been seeking a practical solution to this issue and were joined by some Governments, notably African Governments, in opening the door for the ILO to continue to receive financial contributions from the tobacco industry, albeit within a broader strategy beyond child and forced labour. This discussion was set to continue in the future.



Once again, the GB examined the case of Venezuela regarding Conventions 26 (minimum wage); 87 (freedom of association) and 144 (tripartite consultations). In light of the lack of progress, as well as the cancellation by the Government of the high-level mission decided in November 2017, the GB approved the financing

of a Commission of Inquiry – the ILO's highest-level investigative procedure – to ascertain the full facts of the case and make recommendations on measures to address the problems.

This GB was the occasion to examine the report on the Meeting of Experts on EPZs outlined in

our Highlights chapter (November 2017) and to decide on follow-up action. The Employers' support was contingent on there being no stand-alone action plan on EPZs, i.e. that future ILO work on EPZs be incorporated into existing programmes, including the agreed action plan on global supply chains; that the Office focus on improving the knowledge base to provide a more holistic picture of the nature of EPZs by collaborating with other agencies, such as UNCTAD, OECD and the World Bank; that the

Enabling Environment for Sustainable Enterprises programme include EPZs; and that the Office should not interpret the conclusions in such a way as to push for International Framework Agreements or Transnational Company Agreements in future work. The Employers were also clear that they would not support efforts to create separate, parallel labour regulatory systems for EPZs outside of the national context.

ILO SECTORAL ACTIVITIES



The IOE supported the Employer participation in ILO Sectoral Activities during this reporting period, coordinating and guiding more than 30 Employer delegates to meetings of experts in the following areas: migrant fishers; open-cast mines; shipbuilding and ship repairs; and public emergency services. In the main, the meetings aimed to adopt safety and health guidelines.

From the highlights chapter, it is clear that business diplomacy and advocacy take place in many forums both within and outside the ILO on priority topics.



The IOE represented its members in many arenas, including those indicated below, aiming to inform the perspectives, decisions and actions of other bodies with the IOE position for the best outcome for business:

The Future of Work

- ILO
- G20/B20/G7
- OECD
- BIAC
- Ius Laboris
- International Bar Association
- World Employment Confederation
- The International Association of Economic and Social Councils
- World Chambers Congress
- The Economist
- National labour and employment ministries alongside members

Sustainable Development Goals (SDGs)

- ILO
- European Commission Policy Forum on Development
- Global Business Alliance for 2030
- UN system
- Foreign Trade Association/Amfori
- Union for the Mediterranean
- Equal Pay International Coalition
- World Bank Group
- Alliance 8.7

Diversity and Equality

- ILO
- G20/B20/G7/W20
- Equal Pay International Coalition

Business and Human Rights

- UN Forum on Business and Human Rights
- UN Human Rights Council
- International Standardisation Organisation
- Global Compact
- Global Reporting Initiative
- The Sporting Chance Forum
- Open-ended Intergovernmental Working Group on Business & Human Rights
- International Chamber of Commerce
- Foreign Trade Association/Amfori
- Institute for Human Rights and Business
- European Commission
- Organisation for Security and Cooperation in Europe
- Business and Human Rights Research Centre

International Labour Standards

- ILO
- Ius Laboris
- International Bar Association
- International Standardisation Organisation
- Global Conference on the Sustained Eradication of Child Labour
- Global Healthy Workplace Summit
- World Congress on Safety and Health at Work

International Industrial Relations

- ILO
- OECD
- European Commission
- EU Governmental Committee on the European Social Charter
- ITUC

International Labour Migration

- ILO
- Global Forum on Migration and Development
- World Economic Forum
- International Organisation for Migration
- Organisation for Security and Cooperation in Europe
- United Nations

Employment, Skills and Youth Employment

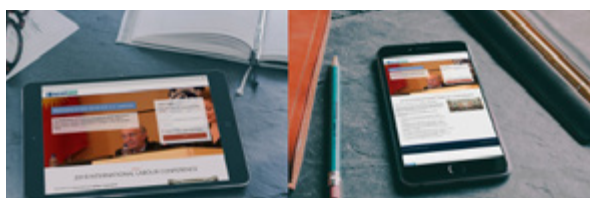
- ILO
- Global Apprenticeship Network
- G20/B20
- G7
- OECD/BIAC
- European Commission
- Inter-American Conference of Ministers of Labour of the OAS
- Union for the Mediterranean
- WorldSkills Conference
- World Employment Confederation

STRATEGIC OBJECTIVE II – supporting members to be effective and efficient representatives of, and service providers to, their affiliates



The IOE provided Member federations with support, capacity building and training, in the areas of business and human rights, and occupational safety and health for example, and with policy position products that support their contribution to the national and international debate.

Members were fully involved in IOE Policy Working Groups, and in the elaboration of employer recommendations to key policymaking forums, so that they shared experience and expertise, and had the opportunity to network, with their peers in the global employer community. During this reporting period, the IOE President, Secretary-General, Deputy/Acting Secretary-General and specialists from the IOE secretariat contributed to meetings and events at member headquarters in more than 40 countries in all regions.



Through our website, newsletters and direct communications, we provided members with up-to-date information and alerts on trends and developments that affect the doing of business; ensured they are invited to provide the business



input to development cooperation projects through our work with the European Union; and supported their participation in debate on the global stage, across the UN system and in intergovernmental processes, such as the G7 and G20.

Thanks to our social media activity, through Twitter and Facebook, we provided an additional platform to the global network of employers' organisations and contributed to the wider dissemination of the employer and business voice by re-tweeting, in English, French and Spanish, and sharing Facebook posts.



IOE activity during this period on the Future of Work, including the IOE Forum on Diverse Forms of Work last June, explored how employers' organisations will need to adapt to respond to the needs of companies of the future and remain relevant to their membership.

STRATEGIC OBJECTIVE III – supporting companies to navigate the global environment for doing business



The Global Occupational Safety & Health Network (GOSH) also held two well-attended meetings during the reporting period, both in London. The first was hosted by IOE partner International SOS, and covered topics including: mental health in the workplace; OSH and the flexible workplace; trends and best practices in regulatory compliance; and organisational resilience.

The IOE achieved this objective through company networks, GIRN and GOSH, as well as the Global Forum on Migration and Development Business Mechanism, among others. We also organised side events for business participants during important meetings, such as The World Economic Forum Davos gathering, and the annual UN Forum on Business and Human Rights.



The IOE's Global Industrial Relations network, which has been operational since 2007, enjoyed the participation of nearly 40 companies during this reporting period. Meeting in Paris in April, global labour relations specialists from multinational companies shared experiences and best practices under Chatham House rules. The IOE provided a presentation on access to remedy.

The second meeting, hosted by Grosvenor in April, looked at the future of OSH. GOSH members agreed that sharing best practices and challenges should remain the core of GOSH agendas, and that practical corporate solutions and high-quality discussions were the added value of this network.



International labour and skills mobility is a key area of interest for business. That is why the IOE hosts the Global Forum on Migration and Development Business Mechanism, which coordinates the business contribution to global migration debates in various forums, and primarily during this period, to the process to adopt a Global Compact for Fair, Orderly and

Regular Migration (GCM). The consistent private sector message is that businesses seek migration policies that are transparent, coherent and predictable, and based on objective standards. The GFMD Business Advisory Group is chaired by Austin T. Fragomen, the CEO of IOE partner company Fragomen.

GOVERNANCE

GENERAL COUNCIL

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

The 2017 General Council officially endorsed the affiliation of the St Martin Hospitality and Trade Association, warmly welcoming the new member to the global employer community which the IOE represents.



The General Council thanked Mr Jørgen Rønne of the Danish Employers for ably leading the Employers' Group during his three-year mandate as IOE Vice-President to the ILO. Daniel Funes de Rioja thanked the board and members for their guidance during his three-year presidency and was joined by the General Council in voicing support for the new President, Mr Erol Kiresepi of Turkey.

In his acceptance speech, Mr Kiresepi expressed his gratitude to the members and said that he was honoured to have been elected to lead the organisation for the next three years. Having been actively involved in industrial relations, and employment and social issues, for forty years, Mr Kiresepi said that he believed more than ever in harmonious industrial relations. He invited the membership to share their views and expectations directly with him and his colleagues on the Board, as the support of each member was key to the success of the organisation as a whole.

Mr Kiresepi thanked his predecessor and friend, Daniel Funes de Rioja, for his excellent and dedicated presidency and the Regional Vice-Presidents thanked Daniel Funes in turn for all the work he had done over many years and welcomed Erol Kiresepi on behalf of their regions.

MANAGEMENT BOARD



The Management Board includes elected and co-opted officers drawn from the IOE's membership, ensuring a geographical balance that reflects the global nature of the organisation. Sessions of the Board generally take place three times a year, in March, May/June and October/November, taking advantage of the presence in Geneva of many members for the ILO GB and the ILC.

Management Board responsibilities include ensuring that the IOE's objectives and the General Council's decisions are implemented and that the organisation functions in line with its mandate.

Management Board elections took place in June 2017 for the 2017-2020 term.

Members of the IOE Management Board at May 2018

Mr Erol Kiresepi	President (Turkey)
Mr Mthunzi Mdwaba	IOE Vice-President for the ILO (South Africa)
Mr Alexandre Furlan	Regional Vice-President, Latin America (Brazil)
Ms Renate Hornung-Draus	Regional Vice-President, Europe (Germany)
Mr El Mahfoud Megateli	Regional Vice-President, Africa (Algeria)
Mr Hiroyuki Matsui	Regional Vice-President, Asia Pacific (Japan)
Mr Peter Robinson	Regional Vice-President, North America (United States)
Mr José Maria Lacasa	Treasurer (Spain)
Mr Ousseine Diallo	Member (Côte d'Ivoire)
Mr Rajeev Dubey	Member (India)
Mr Alberto Echavarría	Member (Colombia)
Mr Daniel Funes de Rioja	Member (Argentina)
Ms Liu Hansong	Member (China)
Ms Lidija Horvatic	Member (Croatia)
Mr Khaliffa Mattar	Member (United Arab Emirates)
Mr Blaise Matthey	Member (Switzerland)
Ms Marina Moskvina	Member (Russian Federation)
Ms Jacqueline Mugo	Member (Kenya)
Mr Henrik Munthe	Member (Norway)
Mr James Pearson	Member (Australia)
Ms Anne Vauchez	Member (France)
Mr Fernando Yllanes Martínez	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 2018

Acting Secretary-General
Roberto Suárez Santos

Advisers
Jean Dejardin
Peter Hall
Akustina Morni
Pierre Vincensini

Finance Manager
Patricia Rindlisbacher

Junior Adviser
Matias Espinosa

Finance & Accounting Officer
Annatina Mayer

Communications Intern
Laure Crettol

Director of Stakeholder Engagement
Matthias Thorns

GFMD Business Mechanism Head of Stakeholder Engagement
Stéphanie Winet

IOE-EU Projects Manager
Anetha Awuku

Communications Officers
Valérie Gugl
María Roldán

IOE-EU Projects Assistant
Caroline Balikungeri

Legal Intern
Jade Robert

Senior Advisers
María Paz Anzorreguy
Alessandra Assenza

Human Resources Manager
Chiara Cirelli

Heads of Digital Communications
Usha Selvaraju

PA to the Secretary-General
Monique Depierre

Team Assistants
Dalia Farag
Graça Luzitu
Marina Wiebusch de Faria



Roberto Suárez Santos



Jean Dejardin



Stéphanie Winet



Usha Selvaraju



Monique Depierre



Graça Luzitu



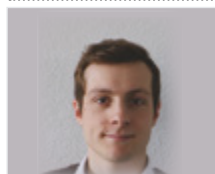
Matthias Thorns



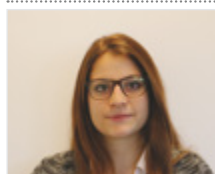
Peter Hall



Chiara Cirelli



Matias Espinosa



Annatina Mayer



Marina Wiebusch de Faria



María Paz Anzorreguy



Akustina Morni



Patricia Rindlisbacher



Valérie Gugl



Caroline Balikungeri



Laure Crettol



Alessandra Assenza



Pierre Vincensini



Anetha Awuku



María Roldán



Dalia Farag



Jade Robert

MEMBERS

Africa (41)	Asia (33)	Americas (35)	Europe & Central Asia (43)
Confédération Générale des Entreprises Algériennes	Australian Chamber of Commerce & Industry	Antigua & Barbuda Employers' Federation	Biznes Albania
Chamber of Commerce & Industry of Angola	Bahrain Chamber of Commerce & Industry	Unión Industrial Argentina	Federation of Austrian Industry
Conseil National du Patronat du Bénin	Bangladesh Employers' Federation	Aruba Trade and Industry Association	National Confederation of Entrepreneurs (Employers') Organizations of Azerbaijan
Business Botswana	Cambodian Federation of Employers & Business Associations	Bahamas Chamber of Commerce and Employers' Confederation	Fédération des Entreprises de Belgique
Conseil national du Patronat Burkinabé (Burkina Faso)	China Enterprise Confederation/China Enterprise Directors Association	Barbados Employers' Confederation	Association of the Organisations of Bulgarian Employers
Groupe Inter-Patronal du Cameroun	Fiji Commerce & Employers' Federation	Bermuda Employers' Council	Croatian Employers' Association
Conseil National du Patronat Tchadien (Chad)	All India Organisation of Employers	Confederación de Empresarios Privados de Bolivia	Cyprus Employers and Industrialists Federation
Union Patronale et Interprofessionnelle du Congo	Employers' Federation of India	National Confederation of Industry (CNI Brazil)	Confederation of Danish Employers
Confédération générale des entreprises de Côte d'Ivoire	Standing Conference of Public Enterprises (India)	National Confederation of Transport (CNT Brazil)	Estonian Employers' Confederation
Fédération des Entreprises du Congo (DRC)	Council of Indian Employers	Canadian Employers' Council	Confederation of Finnish Industries
Confédération Nationale des Employeurs de Djibouti	The Employers' Association of Indonesia	Confederación de la Producción y del Comercio (Chile)	Business Confederation of Macedonia (FYROM)
Federation of Egyptian Industries	Iranian Confederation of Employers' Associations	Asociación Nacional de Empresarios de Colombia	Employers Organisation of Macedonia (FYROM)
Ethiopia Employers' Federation	Japan Business Federation (Keidanren)	Unión Costarricense de Cámaras y Asociaciones del Sector Empresarial Privado (Costa Rica)	Mouvement des Entreprises de France
Confédération Patronale Gabonaise	Jordan Chamber of Industry	Dominica Employers' Federation	Georgian Employers' Association
Ghana Employers' Association	Korea Employers' Federation	Confederación Patronal de la República Dominicana	Confederation of German Employers' Associations
Conseil National du Patronat Guinéen	Kuwait Chamber of Commerce & Industry	Cámara de Industrias de Guayaquil (Ecuador)	Hellenic Federation of Enterprises (Greece)
Federation of Kenya Employers (FKE)	Association of Lebanese Industrialists	Asociación Nacional de la Empresa Privada (El Salvador)	BUSINESSHUNGARY
Association of Lesotho Employers and Business	Malaysian Employers Federation	Comité Coordinador de Asociaciones Agrícolas, Comerciales, Industriales y Financieras (Guatemala)	National Association of Employers and Entrepreneurs (Hungary)
Groupe des Entreprises de Madagascar	Mongolian Employers' Federation	Association des Industries d'Haïti	SA-Business Iceland
Employers' Consultative Association of Malawi	Federation of Nepalese Chambers of Commerce & Industry	Consejo Hondureño de la Empresa Privada (Honduras)	Ibec (Ireland)
Conseil National du Patronat du Mali	Business New Zealand		Manufacturers' Association of Israel
Union Nationale du Patronat Mauritanien			Employers' Confederation of Latvia
			Business Federation Luxembourg
			Malta Employers' Federation
			National Confederation of Moldovan Employers

Africa (41)	Asia (33)	Americas (35)	Europe & Central Asia (43)
Mauritius Employers' Federation	Oman Chamber of Commerce & Industry	Jamaica Employers' Federation	Montenegrin Employers Federation
Fédération des Chambres Marocaines de Commerce, de l'Industrie et de Services	Employers' Federation of Pakistan	Confederación de Cámaras Industriales de los Estados Unidos Mexicanos	Confederation of Netherlands Industry and Employers
Confédération générale des Entreprises du Maroc	Employers' Federation of Papua New Guinea	Confederación Patronal de la República Mexicana	Confederation of Norwegian Enterprise
Confederation of Economic Associations of Mozambique	Employers' Confederation of the Philippines	Consejo Superior de la Empresa Privada (Nicaragua)	Employers of Poland
Namibian Employers' Federation	Qatar Chamber of Commerce and Industry	Consejo Nacional de la Empresa Privada (Panama)	Business Confederation of Portugal
Conseil National du Patronat Nigérien	Council of Saudi Chambers	Federación de la Producción, la Industria y el Comercio (Paraguay)	Employers Confederation Concordia (Romania)
Nigeria Employers' Consultative Association	Singapore National Employers' Federation	Confederación Nacional de Instituciones Empresariales Privadas (Peru)	Russian Union of Industrialists and Entrepreneurs
Private Sector Federation Rwanda	Employers' Federation of Ceylon (Sri Lanka)	St. Lucia Employers' Federation	National Association of Industry of San Marino
The Chamber of Commerce, Industry, Agriculture and Services of São Tomé and Príncipe	Chinese Taipei Federation of Industries	Saint Martin Hospitality and Trade Association	Serbian Association of Employers
Conseil National du Patronat du Sénégal	Employers' Confederation of Thailand	Suriname Trade and Industry Associations	Federation of Employers' Associations of the Slovak Republic
Business Unity South Africa	Federation of UAE Chambers of Commerce and Industry	Employers' Consultative Association of Trinidad & Tobago	National Union of Employers (Slovakia)
Sudanese Businessmen & Employers Federation	Vietnam Chamber of Commerce and Industry	Cámara de Industrias del Uruguay	Association of Employers of Slovenia
Federation of Swaziland Employers and Chamber of Commerce		Cámara Nacional de Comercio y Servicios de Uruguay	Confederación Española de Organizaciones Empresariales (Spain)
Association of Tanzania Employers		United States Council for International Business	Confederation of Swedish Enterprise
Conseil National du Patronat du Togo		Federación de Cámaras y Asociaciones de Comercio y Producción de Venezuela	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			

PARTNERS

We would like to thank our partners for their support, as well as for sharing their experiences, expertise and best practices to the benefit of the global business community in the meetings in which they have participated alongside the IOE throughout the year.

The IOE has 14 formal partners: Adecco Group, Baker McKenzie, The Coca-Cola Company, Empresas Polar, Eversheds-Sutherland, Fasken Martineau, Fragomen Worldwide, the Global Forum for Immigration, International SOS, JTI International, Littler Mendelson, Philip Morris International, Randstad Holding and Royal Dutch Shell.

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300+
communications to
members



newsletters
30+



3200+
twitter
followers
↑39%↑
in one year



Facebook
1700+
LIKES
↑22%↑
in one year



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