## Contents

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>President's Foreword</td>
</tr>
<tr>
<td>6</td>
<td>Message from the Secretary-General</td>
</tr>
<tr>
<td>9</td>
<td>I Highlights</td>
</tr>
<tr>
<td>18</td>
<td>II International Labour Organization and other international forums</td>
</tr>
<tr>
<td>29</td>
<td>III Policy Priorities</td>
</tr>
<tr>
<td>41</td>
<td>IV Business Networks</td>
</tr>
<tr>
<td>44</td>
<td>V Our Team</td>
</tr>
<tr>
<td>46</td>
<td>VI Our Governance</td>
</tr>
<tr>
<td>48</td>
<td>VII Our Membership</td>
</tr>
</tbody>
</table>
President’s Foreword

Supporting the contribution of the global employer community to “Society 5.0”

As IOE President, I have the honour and privilege to represent the global employer community at many high-level international discussions and debates within our employment and social policy mandate, including the B20/G20 employment workstream.

Many of you will be aware that the theme of the B20 under the Japan G20 presidency this year is Society 5.0. This concept succinctly captures Japan’s vision for a technology-based, human-centred, sustainable and inclusive future, realised by harnessing the advances of the fourth industrial revolution (IoT, Big Data, and AI) to unleash human creativity and innovation. Society 5.0 heralds a new future for all stakeholders, including employers and businesses, and their representative organisations.

But this is not just a vision for the Group of 20 countries; it applies to developed, developing and LDC economies alike, given the potential to “leapfrog” to Society 5.0 with the necessary actions, commitments, policies and measures in place. It concerns enterprises of all sizes, and in all sectors and geographies, as well as their representative organisations.

I personally support this enlightened vision, and especially because the global employer community are key players in the realisation of Society 5.0.

To better understand and identify how to support business on its path to a more sustainable and inclusive future, we undertook extensive research for a joint publication with our invaluable partners, the ILO Bureau for Employers’ Activities (ACT/EMP), entitled “CHANGING BUSINESS and opportunities for Employer and Business Organisations”.

This work helped us to identify and analyse the major trends impacting business and the repercussions for employer and business member organisations (EBMOs). The findings reveal five key trends underpinning business concerns going forward: technological innovation (and how it is regulated), global economic integration, demographic and generational shifts, climate change and sustainability, and a global shortage of skilled labour.

We found too that EBMOs have a major opportunity to provide guidance and services to members in navigating emerging norms, regulations and policies in these areas. The concerns of business across the five trends also provide a focus for IOE advocacy efforts to international policymakers and inform our current recommendations, which include:

- Establish an innovation-friendly framework for digital trade, in which MSMEs, entrepreneurs and the self-employed are able to transform ideas into businesses and operate more easily, bearing
in mind that an innovative economy that supports businesses to start up and grow will create employment and economic growth;

• Realise open, dynamic, and inclusive labour markets by making labour legislation more flexible as appropriate, while making social safety nets strong and portable;

• Focus on labour market formalisation in line with ILO Recommendation 204 (2015);

• Recognise that diverse forms of employment have a key role to play in facilitating successful transition into the labour market, particularly for underrepresented groups such as female, older, younger and disabled workers;

• Focus further on anticipating skills and on fostering an attitude of shared responsibility for skilling, upskilling and reskilling over an individual’s working life;

• Increase access to lifelong learning through labour market policies that involve business; promote the sharing of best practices in upskilling/reskilling of existing workers to adapt to the changing workplace and new technologies, and ensure that vocational and academic education equip young people with the cognitive and “soft” skills to embrace opportunity, entrepreneurship and individual investment in employability. Such measures are to be prioritised over traditional income protection measures, and periods of unemployment should be turned into opportunities for upskilling/reskilling by workers and employers;

• Support business in embedding the SDGs across their operations as appropriate to their sector and in line with their capacities.

Playing a decisive role in the achievement of Society 5.0, shaping a Future of Work and Business that sees sustainable enterprises thrive in an environment of inclusion, diversity and equality, will be a legacy of which IOE can be proud as it enters its second century.

Yours sincerely,

Erol Kiresepi
President
Message from the Secretary-General

A year of expanding IOE influence, impact and representation

This report provides an overview of IOE activities and initiatives undertaken between June 2018 and May 2019 on behalf of, and alongside, our members and partners in an ever-evolving employment and social policymaking space at the international level.

Over this period, IOE itself organised, co-organised and contributed to more than 125 meetings, consultative sessions, conferences, commissions, training sessions, advisory groups, and expert meetings, in almost 50 countries around the globe – up 20% over previous years.

The past 12 months have seen unprecedented IOE visibility, influence and impact at the most senior level of international policymaking.

Our President Erol Kiresepi and I engaged in high-level bilateral discussions on several occasions, including with UN Secretary-General António Guterres and with the President of the UN General Assembly, María Fernandes Espinosa. We held rounds of talks with the UN Deputy Secretary-General, Amina Mohammed in Geneva and New York to set out our vision for leveraging the expertise and experience of our global network for stronger collaboration between IOE and the UN system, including for the achievement of the SDGs. The array of events in April to celebrate the 100 years of the International Labour Organization provided a unique opportunity for the President to deliver a landmark address to the UN General Assembly in New York on the added value of the social partners, as actors in the real economy, to international policymaking. And following our participation in the UN High-level Political Forum on Sustainable Development in July 2018, we are preparing for the seventh session (HLPF 2019) which will bring senior government representatives from more than 50 countries to New York under the auspices of ECOSOC for voluntary reporting on progress towards selected SDGs, including Goal 8 (decent work and economic growth). Our aim is to strengthen IOE’s profile further with the appointment of our first Special Representative to the United Nations in New York tasked, inter alia, with supporting our efforts towards Permanent Observer Status in the UN General Assembly.

We also organised several events around the labour ministerial in Mendoza under Argentina’s presidency of the G20, where we showcased the joint IOE-BIAC-Deloitte-B20 report on the implementation of G20 commitments on employment. This was also the venue to submit the joint B20-L20 recommendations on skills and social protection for inclusive growth directly to the G20 labour ministers.

In the business and human rights arena, we continue to be the most active business organisation across the range of debates, not least the OHCHR’s Annual Forum on Business and Human Rights in Geneva. Here we are at the forefront, coordinating the voice of business, and we can be proud that 2018
saw the share of participation by the business community increase from 24% in 2017 to 29%, indicating the growing commitment of business to address the issues, with all the other stakeholders playing their part.

Strong and coherent IOE action is having an impact in our traditional territory - the various organs of the ILO - thanks to the leadership, dynamism and tirelessness of our Vice-President, Mthunzi Mdwaba. Mthunzi has also played a major role over the reporting period in the ILO Global Commission on the Future of Work, articulating the voice of employers in the Commission, as well as our response to the outcome report that will serve as a basis for the upcoming Centenary ILC Declaration.

This past year we have joined the board of the Equal Pay International Coalition (EPIC), as well as the WBCSD Human Capital Coalition. Expanding engagement as a pathway to impact beyond our traditional areas, while remaining within our mandate, requires investing in our staff. A new human resources policy will aim to attract, motivate and retain top talent, and we have been able to grow our Secretariat by more than 16% over the reporting period thanks to increased efficiency, rigorous budget management and leveraging strategic partnerships.

Our initiative to achieve a higher profile, and an increased capacity to shape the policy agenda, kicked off last October with the launch of new IOE branding that reflects a 21st century, re-energised voice for business. We also launched our new and improved, rebranded website to post IOE news, analysis and insights into the latest international trends and developments impacting business, thus providing a timely and accessible knowledge hub for our members and partners as they decipher and navigate the global social and employment landscape.

Our strategy for the IOE century in 2020, recently approved for roll-out by the Management Board, has a major communications component designed to highlight the past achievements of IOE, as well as to position it more prominently in the global policy sphere as we enter our second centenary.

Raising our profile also brings the value of IOE to the attention of organisations that are not yet members and the 2019 General Council will be invited to welcome several new members, heralding record-high representation in 147 countries around the world. Our corporate partnerships are also on an upward trajectory, with a 28% increase over last year.

We cannot rest on our laurels however: continuing to support our members and partners to the highest possible standard; growing our membership; investing in our staff; and strengthening our advocacy, impact and communications capacity in existing, new and emerging forums are all key to our ongoing relevance and success.

I would like to thank the IOE Management Board, our membership, our corporate partners and business network members, ILO ACT/EMP, all the other international organisations with which we collaborate, and my whole team at the Secretariat, for their ongoing support as we continue together on our journey as the most representative, global voice of employers well into the future.

Yours sincerely,

Roberto Suárez Santos
Secretary-General
I Highlights

This reporting period runs from June 2018 to May 2019 inclusive. The Highlights chapter touches on areas of IOE activity, policy advocacy for example, that are more fully developed elsewhere in the report, and on events that were cross-cutting, or part of regional activities addressing a range of topics.

Whenever possible, we co-organise and contribute to meetings and training sessions with our members on their home ground, often accompanying them in discussions with their employment ministries and in other decision-making forums at national level. To this end, we travelled to members’ headquarters in 49 countries over the past year.
Our programme began with the 107th edition of the International Labour Conference (ILC) from 28 May to 8 June, supporting the preparation and participation of the Employers’ Group and subsequently engaging in follow-up to optimise outcomes for the global employer community. Please refer to Chapter II of this report for a detailed account of our 2018 ILC-work.

Meanwhile, on 3 June, the 48th General Assembly of the Organization of American States (OAS) was taking place in Washington, DC. With a formal role as coordinator of CEATAL – the employer technical committee to the Americas’ ministers of labour - IOE facilitated the engagement of the private sector which, alongside other civil society actors, proposed actions to enhance the OAS contribution to the global advancement of human rights; democracy and the rule of law; integral development and prosperity in the hemisphere; and multidimensional security.

As a member of the global development community, IOE has a seat at the table at EU development events and participated in the European Commission - European Development Days in Brussels, a two-day event to assemble the relevant actors to share ideas and experiences to inspire new partnerships and find innovative solutions to the world’s most pressing development challenges. The focus of the event was on gender equality and women’s empowerment. IOE will continue, in this forum and others, to promote the role of the private sector in the achievement of the 2030 Sustainable Development Agenda.

The tradition of organising a special IOE event for members during the ILC continued, with the 5th Annual Forum on building a workforce for the future with diversity, equality, and inclusion. The 2018 edition aimed to deepen understanding of diversity in the Future of Work and to inform the employer input to the dedicated ILO Centenary Initiative and other discussions. IOE members from all regions intervened alongside other leading figures, such as the Canadian Employment Minister, on addressing skills shortages; identifying and dismantling the barriers to inclusive STEM education; shaping international labour migration policy to ensure business access to diverse talent; and fostering competitive youth in the BRICS through targeted HRD initiatives. The key takeaways were captured in a comprehensive report.

As networking partner of the B20 under the Argentine G20 presidency, IOE participated in the work of the B20 Employment and Education Task Forces on recommendations for the G20 labour and employment ministerial in September, which included promoting diverse forms of work; strengthening inclusiveness of labour markets; fostering labour migration in line with labour market needs; strengthening skills development and lifelong learning for sustainable growth; providing high-quality education systems that deliver skills for the workplace of tomorrow; embracing technologies and new digital learning models; optimising the use of and access to labour market data and intelligence in policymaking; supporting entrepreneurship and innovation; and addressing the ongoing scourge of informality.

Joint IOE-EU work continued in Brussels at the European Commission Partnership Forum on Development to strengthen dialogue and collaboration on the achievement of the SDGs, and the EU Policy Forum on Development (PFD) Task Team (TT) agreed on the calendar of events for 2019, discussed the monitoring and accountability of the PFD, and agreed on outputs, as well as next steps. IOE members from Botswana, Colombia, Côte d’Ivoire, Guinea, Lesotho, Morocco, Nigeria, and Senegal participated in PFD meetings, at global and regional level, throughout the reporting period.
July

IOE works to avoid duplication of efforts and to build synergies with other international organisations in areas of common interest. With this in mind, we joined an OECD experts' meeting, organised in the context of the OECD’s future of work initiative, on collective bargaining and jobs quality to present the perspective of IOE members on the enduring role of social dialogue in the new world of work. Social dialogue was again the theme at a workshop in Berlin on 3 July on transnational company agreements, which was co-organised by IOE and our members from across Europe and the International Training Centre of the ILO (ITC-ILO).

2018 marked the 20th anniversary of the 1998 ILO Declaration on Fundamental Principles and Rights at Work (FPRW), which the Employers’ Group was instrumental in initiating. IOE was invited to speak at a high-level promotional event in Brussels and seized the opportunity to reaffirm the global employer commitment to promoting the respect of FPRW.

Another key area of work is contributing to the achievement of the Sustainable Development Goals, which is covered in Chapter III. This took IOE to the United Nations High-Level Political Forum in New York in July, where we also organised a side event, further raising the profile of employers’ organisations in the UN system as active contributors to the SDGs.

Wherever possible, IOE travels to member headquarters to better understand the local context and needs for support, assistance, training, and capacity-building on the ground. In July, we were at the Bangladesh Employers’ Federation (BEF) in Dhaka to contribute to a meeting on the elimination of child labour, and to meet with the ILO Country Director and BEF leadership.

An important mission also took place to the China Enterprise Confederation in Beijing to strengthen relations, meet with the leadership and participate in a workshop to provide a comprehensive overview to the CEC team of current and planned IOE work.

September

On 6 and 7 September the G20 employment process under the Argentina G20 Presidency culminated in a series of events in Mendoza, details of which are set out in the Employment Policy section of this report.
Within the framework, once again, of the IOE-EU Partnership Project, IOE organised the 5th Social Partners’ Summit for Employment in Africa in Abidjan, with the invaluable support of the General Confederation of Employers of Côte d’Ivoire (CGECI). Building on the outcomes of previous social partner summits in Casablanca, Tunis and Algiers, and specifically on the recommendations of the “Blueprint for Jobs in Africa”, the fifth edition turned to monitoring and developing National Action Plans for Employment and resulted in a firm commitment to move from words to action. The event was welcomed for providing a space for the exchange of best practice and for providing examples of successful policies and programmes that could be replicated across the continent to address the urgent issue of unemployment, particularly among African youth and women.

At the same time, IOE members from Europe and Central Asia were coming together in Riga, Latvia for their annual meeting, which on this occasion was hosted by the Employers’ Confederation of Latvia (LDDK). The agenda included recent labour market and industrial relations reforms, the economic and social situation in Europe and Central Asia and challenges arising for employers’ organisations. Participants took the opportunity to exchange with the ILO Regional Director, who provided an update on ILO activities. There were also presentations on
ILO programmes to promote small and medium enterprises, with a focus on the role of employers’ organisations, and on cases before the ILO supervisory system and collective complaints before the Council of Europe.

A panel discussion considered how to ensure that employers’ organisations are representative; how to mobilise SMEs and attract them to join employers’ organisations; and, if SMEs constitute the bulk of membership, how to attract MNEs.

The last discussion was dedicated to digital skills needs for the future and how to boost youth employment and entrepreneurship, while at the same time valuing the contribution of an ageing population.

The outcomes included IOE member priorities for the design and delivery of the ILO Regional Office’s programme of work and future activities: promoting an enabling environment for enterprises; strengthening independent and representative employers’ organisations; preserving the development of diverse forms of work to optimise job creation; improving skills development; regulating migration and improving integration policies.

**October**

IOE brought the business voice to the 2nd African Regional Meeting of the EU Policy Forum on Development (PFD) in Gaborone, Botswana to review the main discussions and outcomes of the African-Union-European Union Summit in Abidjan in 2017. IOE also participated in the business-only panel discussion on financing and the EU’s External Investment Plan. Here, IOE underlined the reforms necessary to create an environment for businesses to invest, grow their businesses and create jobs.

**November**

The XXIX Meeting of Ibero-American Employers’ Organisations’ Presidents was co-organised with CACIF (Guatemala) and CEOE (Spain), in collaboration with the Ibero-American Business Council (CEIB), in Antigua, Guatemala.

This 29th edition of the meeting was held in conjunction with the XII Ibero-American Business Meeting, organised by the General Secretariat for Ibero-America (SEGIB) in collaboration with the Ibero-American Business Council (CEIB), and the XXVI Ibero-American Summit of Heads of State and Government, which met this year under the theme of a prosperous, inclusive and sustainable Ibero-America. Five panel discussions, involving members of the IOE secretariat, the board and many members, covered the digital economy; the future of business; transparency and integrity for productivity and growth; the contribution of and progress by the private sector towards the 2030 Agenda for Sustainable Development; multilateralism and bilateralism; women’s access to directorships; and opportunities in the Ibero-American labour market.
The meeting concluded with the Antigua Declaration, delivered to the heads of state and government by a small delegation including IOE President Erol Kiresepi, in which the presidents pledged decisive action on improving transparency and contributing to the achievement of the SDGs. They also appealed to the heads of state and government of the region to guarantee respect for human rights and free private enterprise, particularly in light of repeated violations in Nicaragua and Venezuela.

December
Mid-December, IOE participated in the Meeting of the Confederation of Asia-Pacific (CAPE)-ITUC AP in Bangkok, Thailand and contributed to the dialogue on the future of work in a sustainable and inclusive region. This was an occasion for employers’ and workers’ representatives from the Asia-Pacific to exchange perspectives on the challenges and opportunities associated with the future of work (FoW) and for IOE to report on their engagement in the FoW debate on behalf of employers. The intervention of IOE Secretary-General, Roberto Suárez, focussed on the need to anticipate the skills, including beyond the technical, that will be increasingly in demand. He encouraged employers’ organisations to adapt their service offer in line with new business models and ways of working, and to engage with national governments to ensure emerging policy is effectively adapted to the new scenario. This was an occasion to affirm the ILO’s leading role in ensuring skills development sits firmly at the heart of human-centred policymaking.

The OAS-CEATAL Workshop “Strategies to improve compliance with Labor Legislation” took place in San José, Costa Rica, in December. As CEATAL coordinator, IOE designated and supported participants in their contributions of lessons learned at national level and recommendations for strengthening the work of the OAS ministries of labour and employment in this area.

January
2019 began with a mission to the Industrial Union of Argentina (UIA) in Buenos Aires, with the aim of reviewing the ILO’s country profile.
of Argentina; analysing issues related to the application of international labour standards ratified by Argentina; exchanging views on national tripartite mechanisms for dealing with international standards and identifying challenges, opportunities and lessons learned.

An ILO ACT/EMP Round table in Astana assessed the current situation and implementation of the roadmap to achieve the freedom of association of employers’ organisations in Kazakhstan. IOE highlighted the value of independent employers’ organisations and their contribution to society as a whole.

February

Bogotá, Colombia was the location for the Inter-American Bank Meeting to discuss how public employment services can manage international labour mobility; to present the progress of the countries in the region in the management of international labour mobility; to provide a space to learn from each other’s experiences; and, finally, to build a roadmap to strengthen and coordinate actions across countries.

IOE contributed to the High-Level Conference on Universal Social Protection in Geneva in February, with our Secretary-General advocating for the consideration of the new realities and challenges in the world of work when promoting of ILO Recommendation 202 on Social Protection Floors (2012). The UN High Commissioner for Human Rights, Ms Michelle Bachelet, and other high-level representatives of the OECD, World Bank and ILO also participated in the Conference.

The IOE message was that social protection (SP) remains important for employers, particularly in light of the challenges arising from the new world of work where more and more individuals will be employed in the platform economy and transitioning more frequently between jobs. Mr Suárez underlined the key role of SP schemes in encouraging self-employment and employability and called for a greater focus on individuals that are in most need. He said that in adapting SP schemes to the new realities, lessons could be learned from successful, as well as unsuccessful, national schemes. Finally, Mr Suárez said that, to maximise impact and sustainability, the design and implementation of future SP schemes must reflect the concerns of the social partners, as well as take a fresh look at the second and third pillars of social protections schemes.

IOE represented members and their affiliates at the World Employment Confederation roundtable discussion in Brussels involving global and European stakeholders, on the role of career management services in supporting employers to attract and retain their workforce, and to empower individuals to maintain their long-term employability. It was agreed that offering learning and development opportunities was not enough, and that individuals must take responsibility for developing their own path, while being guided on skills acquisition to avoid being over-qualified but under-skilled for the new world of work. The meeting commended the EU Skills Panorama database to foster the development or improvement of skill-needs assessment and
anticipation; better align education and training systems with labour market needs; and improve matching skill supply and demand. Representatives of public employment services agreed on the potential for greater complementarity between public and private employment services.

Following the successful IOE-Business Africa Enterprise Forum in Nairobi in early 2018, the organisers came together once again, in collaboration with the General Confederation of Algerian Enterprises (CGEA), to deliver the 2019 edition in Algiers. The participation of IOE members and young entrepreneurs from across Africa, as well as representatives of international organisations, was made possible by the financial support of the European Union.

The "Inspiring, nurturing and supporting entrepreneurs" theme was welcomed for putting the spotlight firmly on delivering comprehensive, practical and concrete support for Africa’s youth to create their own businesses – a measure key to alleviating the high youth, and female, unemployment rates on the continent; to providing a fulfilling future for the millions of young people entering Africa’s labour market each year; and to contributing to the sustainable development of the continent in line with the 2030 Agenda, and the vision of the African Union's Agenda 2063.

Secretary-General of Business Africa, Jacqueline Mugo, highlighted the responsibility of the participants to advocate for policies that address the social challenges that would continue to erupt without urgent action. For Ms Mugo, FDI alone would not unleash Africa’s potential; the answer to many of Africa’s challenges lay in transforming the rich seam of Africa’s ingenuity - which was often to be found in the informal sector - into formal entrepreneurship. She called on governments to create an environment conducive to home-grown enterprises.

**March**

The EU Global Policy Forum on Development took place in Brussels mid-March, with IOE supporting the participation and contribution of members from Colombia, Morocco, Senegal, and the West Africa region on three key issues: EU planning to report on and monitor its achievements towards the 2030 Sustainable Development Agenda in collaboration with key development actors; financing for development including specific financial instruments; and how multi-stakeholder partnerships can help to realise development and environmental goals.
IOE highlighted there can be no “one-size-fits-all” approach to development, underlined the need for more involvement of local private sector representatives so that businesses can play their full role and urged EU policies to take into consideration how development action interacts with local, national and regional strategies and policies in order to maximise policy coherence and deliver optimal outcomes. IOE also submitted comments on the EU External Investment Plan (EIP), again with a view to encouraging a participatory approach to development cooperation to address the needs of countries, whereby the private sector is consulted and involved in investments and initiatives throughout the process.

**April**

Following IOE’s joining the Steering Committee of the Equal Pay International Coalition (EPIC) in 2018, we attended EPIC’s technical meeting in Reykjavik, Iceland. This was an opportunity to inform the methodologies and tools for measuring the gender pay gap with the perspectives of employers. IOE’s message pointed to the value of going beyond regulation (quota and mandatory pay transparency laws) to achieve transformational change, highlighting the need for awareness raising of gender issues, gender networks, mentorship programmes, entrepreneurship projects for women (especially in rural areas), and flexible working arrangements. Key was to urgently examine attitudes towards women in the community and their role in, e.g. unpaid care work. IOE said that all stakeholders, and not just employers, had an important role to play in this regard.

The 3rd edition of IOE’s Global Young Employers’ Academy also took place in Madrid in early April with the support of CEOE and the European Union. With a view to bolstering the future capacity of employers’ organisations (EOs) to meet the needs of an evolving membership, young professionals from EOs in more than 20 countries, and from all regions of IOE membership, completed a week-long training session with modules covering effective advocacy, communications, member-driven services, skills for the future and more. More than 70 young EO professionals have graduated from the Academy since 2016, taking their skills back to their organisations and continuing to benefit from the training and peer-networking opportunities afforded by the Academy.

IOE attended the Singapore Conference on the Future of Work at the end of April to participate in the plenary sessions, the Employers’ Group meeting and drafting sessions for workshop recommendations to better understand and capture the ASEAN employers’ take on the FoW to inform the IOE’s global position for the ILC discussion.

**May**

IOE coordinated and supported the employer input to the OAS Inter-sectoral Workshop on “Skills for the Future: contributions from the ministries of education and labour” which took place in Chile mid-May. Outcomes included a deeper understanding of the impacts of rapid technological change on labour markets and education and training systems, as well as of future skills trends and how they are being integrated into education and vocational training schemes. Lessons learned will improve coordination between ministries of labour and education, as well as with other public actors, to identify and develop new skills, as well as the policies to promote them.
As illustrated in the Highlights chapter, advocacy on behalf of business takes IOE to the four corners of the world and into a wide range of discussions that impact employers and enterprises in a variety of international forums.

Closer to home in Geneva, we dedicate significant resources to work in the International Labour Organization: the International Labour Conference (ILC), the Governing Body (GB), ILO Sectoral and Experts’ meetings, ILO Regional Meetings and to specific ILO departments, chief among which is the ILO Bureau for Employers’ Activities, ACT/EMP, an invaluable IOE partner.
**107th Session of the International Labour Conference**

IOE prepared and supported the participation of the Employer representatives, who joined their government and worker counterparts from 187 ILO member States, in the 107th session of the International Labour Conference (ILC).

On the technical agenda were violence and harassment in the world of work (double, standard-setting discussion); effective ILO development cooperation (general discussion); and social dialogue and tripartism (recurrent discussion). Standing committees considered the application of international labour standards (ILS); the reports of the chairperson of the ILO GB and of the ILO Director-General; the verification of delegates’ credentials; and programme and budgetary matters. The 2018 ILC abrogated or withdrew six conventions and three recommendations.

Employer delegates from almost 50 IOE member organisations made interventions in plenary on the report of the ILO Director-General entitled “The Women at Work Initiative – the Push for Equality”, which addressed issues women face entering the workforce and while at work. The Report elaborated on the Women at Work Initiative, one of the ILO’s seven centenary initiatives.

**Violence and Harassment in the Workplace**

The Employers’ Group in the first round of this double, standard-setting discussion was led by Ms Alana Matheson (ACCI, Australia). From the outset our Group affirmed their strong commitment to achieving an instrument with the potential to substantially reduce the incidence of violence and harassment in the workplace.

However, for the Employers, some of the proposed text posed significant issues. For example, “violence” and “harassment” were not defined in a way that would ensure the appropriate and different prevention measures and legal responses. Similarly, the “worker” definition included laid-off and suspended workers, as well as volunteers, job-seekers and job-applicants. Employer concerns were expressed around the broad definition of “the world of work”, raising the possibility of employers having to bear the cost of incidents involving people they had never met, in places beyond their reach and in situations outside their control. Some of the proposed responsibilities on employers failed to consider the capacities of SMEs to put in place “prevention programmes”. The Employers also took issue with the exclusion of LGBTI persons and the fact that the operative provisions covered only workers and not employers.

In advance of the second part of the discussion, the Employers have continued to argue that employers’ responsibilities should be reasonable and limited to spaces within their control, and they remain hopeful of a positive outcome in the final Recommendation.

**Towards 2030: Effective Development Cooperation in Support of the Sustainable Development Goals (SDGs)**

Under the leadership of Ms Jacqueline Mugo (FKE, Kenya), the Employers’ Group embraced this general discussion to review guidance for the ILO and its constituents on a future development cooperation strategy in light of the new global environment, changes in the world of work, the UN reform process and the Sustainable Development Goals (SDGs).

The conclusions reflected the Employers’ argument for ILO strategy and action on development cooperation to be tailored to the realities of the constituents on the ground, that UN reform provided opportunities for the ILO to hold up the values of tripartism and social dialogue, and that...
ILO Decent Work Country Programmes should be integrated into UN Development Assistance Frameworks with the full participation of the social partners.

The Employers also successfully argued for ILO to better harness business expertise, knowledge and experience; for recognition of the potential of PPPs through effective programmes and procedures; and for government incentives for private sector contributions to sustainable development.

**Social Dialogue and Tripartism**

Under the leadership of Ms Delphine Rudelli (France) the Employers’ group welcomed the outcomes of this important recurrent discussion on social dialogue and tripartism, which took place for the second time since 2013.

During the discussion, the Employers highlighted the equal validity of diverse forms of social dialogue and related processes given different needs at national, sectoral, company and cross-border level, while the Workers asserted the superiority of collective bargaining. There was agreement however around the vital importance of strong, autonomous and representative social partner organisations and the Employers argued for responsible social dialogue, especially in light of transformations in the workplace.

The conclusions called on ILO member States to promote effective social dialogue and strengthen mechanisms and institutions for social dialogue; promote voluntary collective bargaining at all appropriate levels; encourage effective workplace cooperation; and ensure that agreed outcomes of social dialogue are respected and implemented by all the social partners. The outcomes also called on the ILO to provide capacity building for its constituents and social dialogue institutions on the ground to allow for issues to be addressed where they arise, and to develop further research and training on the impact of social dialogue on, for example, working conditions and economic performance.

The Employers were successful in preventing the inclusion of controversial references to international framework agreements, especially along global supply chains, and to the Global Deal.

**Application of Standards (CAS)**

The Employers’ team led by Sonia Regenbogen (CEC, Canada) reported a constructive and open atmosphere in the CAS despite ongoing diverging positions on the interpretation and application of some ILO standards.

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, while making concrete proposals for improving the work of the CEACR, the Office and the regular supervisory system.

Expressing satisfaction with certain sections of the Experts’ Report, the Employers also objected to the interpretation of an implicit right to strike in Convention 87, to the fact that 67% of the “observations” on C.87 dealt to some extent with “the right to strike” and that 90% of the “direct requests” to member States regarding the application of C. 87 also dealt to some extent with the “right to
strike" (34% did so exclusively). The Employers reiterated that such interpretation lies outside the scope of C.87 and the mandate of the Experts and the CAS, which means that in national reports on the application of C.87, governments are under no obligation to provide information on changes to law and practice as a result of these observations. The Employers invited the Office to provide “balanced support” to the CEACR at their meeting in November 2018 in an attempt to redress this issue.

The 2018 General Survey discussion on 16 ILO working time instruments presented an opportunity to convey key employer messages on the major impact of working-time regulation on the competitiveness, agility, productivity and sustainability of enterprises. In an integrated and competitive global economy characterised by increasing dynamism in the workplace, the Employers argued that working time regulation must seek to balance the protection of workers and the evolving needs of enterprises for flexibility. The Employers also highlighted that several of these instruments were no longer relevant to modern realities.

The discussion on the list of cases on the application of standards was conducted successfully. While diverging views were noted for the record, the conclusions reflected only consensus recommendations for concrete measures to address compliance issues. The Employers expressed deep concern over several cases involving the failure of several governments to consult the most representative employers’ organisation in their country on employment policy, including minimum wage setting and establishing mechanisms for social dialogue.

Finally, the Employers called for the ILO Centenary session of the CAS to showcase its concrete impact by focussing on cases of progress in the application of conventions in law and practice, particularly in areas such as the elimination of child labour, forced labour, and non-discrimination, and the promotion of freedom of association, collective bargaining and tripartite consultation.

Abrogation and withdrawal of international labour standards

The possibility to abrogate or withdraw certain labour standards, together with the work of the Standards Review Mechanism, is essential in ensuring that ILO standards serve as a current global reference. The Employers supported the abrogation of six Conventions and the withdrawal of three Recommendations that were no longer fit for purpose in the inspection of emigrants; recruitment/employment contracts/penal sanctions of indigenous workers; hours of work (fishing); and migration for employment: C.21, C.50, C.64, C.65, C.86, C.104, R.07; R.61 and R.62.

333rd, 334th and 335th Governing Body Sessions

Key GB topics during this reporting period included the UN reform process; the Programme & Budget; preparations for the ILO Centenary celebrations in 2019; future ILC discussion topics; the ILO Enterprise Initiative, the ILO Standards Initiative; the discussion on collaboration with the tobacco sector; the CFA; and the case of Venezuela.

UN Reform

While welcoming the initiative to reform the UN development system for its potential to improve accountability, efficiency and coherence of policy and action in the delivery of the 2030 Agenda, IOE cautions against the potential undermining of the tripartite character of the ILO, already manifesting itself in the increased coordination between UN agencies on highly relevant areas for the ILO, as well as in unilateral plans for a “Common Approach” across UN agencies in their engagement with the private sector.

The Employers insisted that the GB be provided with a full update on the Common Approach and that ILO’s engagement with the private sector be a matter for GB decision, especially given agreed development cooperation already underway between private companies and ILO.

The Employers were however gratified by ILO efforts to secure a proper role for the social partners, particularly in the development of the UN Development Assistance Framework.

As the reform process advances, IOE urges the ILO to show strong leadership at the highest level
in the defence of its values and unique tripartite governance structure. The 9-10 May 2019 meeting of UN agency leadership in Geneva provided the Employer and Worker constituencies with the opportunity to reinforce their argument, supported by the GB, for Permanent Observer Status at the UNGA.

**Programme & Budget**

The Employer message in the Programme & Budget discussions was that ILO resources should be directed to priority areas of fostering a conducive environment to enhance productivity growth to enable enterprises to create decent jobs; anticipating skills needs and providing constituents with critical and effective capacity building; developing further expertise and disseminating good practices on job-transition support schemes; supporting countries to have dynamic labour markets and to better tackle informality; promoting the development of research and action on sustainable social protection systems; ensuring the balance, relevance and effectiveness of ILS and non-binding forms of normative guidance; and supporting effective, modern and responsible social dialogue and strengthening the role of the social partners.

The Group also made two specific requests: one, for a strategic and operational budget that clearly presents how the figures are calculated and how the resources are programmed and spent, and, two, for a comprehensive and time-bound action plan for improving diversity and balance, including a breadth of skills and professional experience, of ILO staff.

**ILO Centenary**

The Employers view the Centenary ILC as a golden opportunity for ILO constituents to build on their long-standing tripartite consensus and see the ILO position itself as the leading and most relevant organisation for the global multilateral governance of the world of work in the 21st century.

Preparations, including the Report of the ILO
Global Commission on the Future of Work, as well as inputs from regional and national meetings, will contribute to the ILO Centenary Declaration – which, the March GB proposed, would address the ILO’s mandate; the challenges and opportunities arising from the future of work; a commitment to action; and the means of action. The Declaration will be discussed in an ILC Committee of the Whole.

In the March GB, the Employers argued that the report of the Global Commission should serve as one basis for a Declaration focussed on achieving equal opportunities, full and productive employment and decent work for all, as well as the continuous improvement of productive efficiency as pre-conditions for social justice and lasting peace.

Our Group also advocated for an approach that puts people at the heart of social and economic development (linking to SDG 8.3), bearing in mind the need to create a favourable environment for employment that is enabled by open, dynamic and inclusive labour markets. The Employers also advocated for a time-bound roadmap that sets priorities for ILO action.

Building on the tripartite input at the GB, the Office shared a zero draft of the Centenary Declaration in advance of the informal bilateral and tripartite consultations which took place at the end April.

The March GB also considered preliminary arrangements for a series of seven Centenary-related sessions at the 2019 ILC. The Employers countered the Workers’ proposals for discussions around working time and international labour standards, with preferences for topics related to skills needs for the future of work; the role of technology; transition to formality; and ensuring the continued relevance of social dialogue and tripartism in the workplace of the future.

IOE had a prominent role at the Commemorative Session of the UN General Assembly (UNGA) for the ILO Centenary in New York in April, which celebrated the ILO’s 100 years with a focus on best practices, concrete solutions and ambitious recommendations for shaping the future of work with decent work for all. IOE President, Erol Kiresepi, spoke at the special UNGA session; Secretary-General, Roberto Suárez, addressed the attendees at a lunch hosted by the President of the General Assembly on progress towards SDG 8; and IOE Vice-President to the ILO, Mthunzi Mdwaba, was a panellist on shaping the future of work.

Future ILC discussion topics

In addition to proposals for the withdrawal and/or abrogation of certain ILO conventions, the March 2019 GB agreed to have a general discussion on inequality and the world of work in 2020; the first part of a standard-setting double discussion on apprenticeships in 2021; and to defer decisions on additional technical discussions. The Employers emphasised that standard-setting is not the most effective response to every labour-related problem and that, as it embarks on its second century, ILO must respond to the new challenges in the world of work with a shift in mindset, and an innovative, creative and solution-oriented approach.

ILO Enterprises Initiative

One of ILO’s seven centenary focuses, the Enterprises Initiative aims to establish a platform for ILO engagement with enterprises which would contribute to their sustainability and to ILO goals.

The Employers’ Group agreed that engaging with enterprises of all sizes and in all regions allows the Office to better understand the challenges and realities that companies face and can help the Office to develop a more practical approach to problem-solving. While the ILO is currently engaged with the private sector through 133 PPPs, involving a total budget of $57.8 million, the process could be less bureaucratic and more efficient.

Our message to the ILO is that to fully unleash the potential of the private sector, business needs the right environment to create jobs and to drive economic growth and development. We recalled that despite the 2015 ILC acknowledging the importance of the ILO’s Enabling Environment for Sustainable Enterprises (ESEE) programme and deciding to scale it up, this was not happening. The Employers called for urgent implementation and underlined the need for the Office to consult more effectively with IOE and employers’ organisations regarding programmes and projects for and with the private sector, and for the full respect of the role of ILO ACT/EMP as ILO entry point for private sector engagement.
ILO Standards Initiative

The GB sessions also took stock of progress towards the goals of the Standards Initiative regarding the Standards Review Mechanism (SRM) and the consolidation of tripartite consensus on an authoritative ILO supervisory system.

In the case of the SRM, the Employers continued to argue that while standard-setting may be an appropriate approach in certain cases, ILO guidelines or codes of practice must also be considered in responding to workplace challenges. The Group also called for effective measures to ensure standards are gradually and continuously updated to avoid a backlog.

The Employers welcomed the clarification of the distinctive roles of the Committee on Application of Standards, the Committee of Experts, the Committee on Freedom of Association and the Article 24 representation procedures and called for a focus on ensuring that the standards system was fit for purpose into the future.

Finally, the Employers welcomed the GB decision to hold consultations in January 2020 on further steps to ensure legal certainty (interpretation of ILO Conventions).

ILO engagement with the tobacco sector

The Employers’ position has always been that ILO must be able to engage with all legal sectors, including the tobacco sector. However, there were deep divisions at the November 2019 GB between Governments calling for a strict end to tobacco-industry funding of ILO measures to eradicate child labour in the tobacco sector and those who would like to see cooperation continue.

Finally, the GB agreed that ILO would continue to engage with the tobacco sector through an integrated strategy; that resource mobilisation would continue to include the private sector, but with appropriate safeguards; and that the Office would present an update on the costed and time-bound strategy to the 337th Session of the GB in November 2019.

The March 2019 GB also saw agreement around the Employers’ push for an informal meeting in Africa to discuss a new ILO strategy on the tobacco sector, with the full involvement of the tobacco industry and the matter of funding on the agenda.

Committee on Freedom of Association (CFA)

Over the reporting period, the CFA made progress in several areas related to its functioning, as well as examining around 30 cases. The Office decided to close any unresolved cases (not urgent or serious cases) where no information is received from the complainant or the government within 18 months of the complaint being made. Any information received after this period will invoke the opening of a new case.

In order to streamline the examination of complaints and reduce the number of cases to be examined, the Committee decided to treat cases together that present similar allegations - even if they come from different complainants; to prioritise for examination numerous and systematic violations rather than sporadic individual cases; and to favour the use of social dialogue and national dispute resolution bodies.

And finally, the Office produced a new publication (online and print versions) entitled “Compilation of Decisions of the CFA”. This new title replaces the misleading “Digest of Principles”, and more accurately reflects the content of the publication, i.e. conclusions and recommendations from previous cases, not case law.

The Employers also welcomed the clarification in the CFA 2018 Annual Report that while the CFA works on the basis of the two enshrined principles of “freedom of association” and “the effective recognition of the right to collective bargaining”, the ILO supervisory machinery deals with ILO Conventions and Recommendations.

ILO American Regional Meeting

At four-yearly intervals, the ILO American Regional Meeting brings together the political, economic and social actors from the Americas. The 19th edition was held in Panama City, Panama from 2-5 October 2018 on the theme “The Future of Work we want”. IOE enriched the contributions of members by providing detailed and fact-based guidance material on new forms of work, the digital economy, child labour, gender gaps, and labour market institutions in response to the report for the meeting of the ILO Director-General. The Meeting adopted the Declaration of Panama which highlighted, among others, that without a better
future for production, there cannot be a better future for work, and vice-versa. The Declaration also emphasised that mitigating the negative effects and leveraging the opportunities of technological revolutions are among the greatest challenges facing the present and future of work and production, and require responses integrating technological innovation, education and vocational training systems, and lifelong training.

**Venezuela**

The global employer community turned to the GB, among other forums, to express in the strongest terms their deep concern at the worsening political, economic, social and humanitarian crisis in Venezuela following the breakdown of democratic order.

In support of the leadership and membership of FEDECAMARAS, who continue to face sustained harassment, the Employers submitted information to the ILO supervisory mechanism and the Director-General urging ILO follow-up with the Government of Venezuela at the highest level on the ILO Commission of Inquiry and to pronounce on the serious, systematic and repeated violations by the Government of ILO Conventions 26 (minimum wage fixing), 87 (freedom of association) and 144 (tripartite consultation) without further delay.

**Sectoral Activities**

IOE continued to add value to employer participation in ILO Sectoral Activities during this period, coordinating and guiding more than 30 experts nominated by IOE members to ensure that the points of consensus, as well as recommendations for the ILO and its constituents, reflect the perspectives and expectations of employers.

An ILO Global Dialogue Forum (GDF) on employment terms and conditions in tertiary education took place in September to examine professional rights and social dialogue mechanisms in this area.

Employer representatives from Burkina Faso, Colombia, Ghana, Guatemala, Nigeria, Peru, Spain and Zambia joined with their worker and government counterparts in recognising the importance of tertiary education for economic, social and cultural development; for the achievement of SDGs 4 and 8; for preparing learners for social responsibility and employment; and for lifelong learning and employability. It was also acknowledged that increased access to tertiary education had resulted in some cases in challenges and it was agreed that governments and social partners could help to address some of the issues, as well as take advantage of the opportunities, by ensuring the application of fundamental principles and rights at work, and guaranteeing appropriate regulation and social dialogue. Measures were also agreed to promote career development and mobility, and well as diversity.

Several key recommendations included the need for sufficient and effective use of public funding for tertiary education, infrastructure and research, and for professional development of tertiary education teaching and non-teaching personnel; that governments should organise national education forums to bring together social partners and other stakeholders to engage in consultation on education policy, without undermining social dialogue mechanisms; and also promote the international recognition of qualifications, mobility of tertiary education workers and institutional autonomy, and cooperate to counter the issuance of unofficial academic degrees.

A second GDF took place in December to explore the opportunities and challenges for decent and productive work arising from digitalisation and other new technologies in the chemical and pharmaceutical industries.

On this occasion, there was IOE support for employer experts from Bangladesh, Colombia, Germany, Iran, Pakistan, Peru, Spain and Zambia. Again, the importance of this sector was underlined for its potential to contribute to the achievement of the 2030 Sustainable Development Agenda and it was recognised that digitalisation and other technological advances, along with globalisation, demographic changes and climate change, would continue to have a profound impact on these industries and society as a whole.

There was consensus that digitalisation could improve working conditions, including occupational safety and health, and enhance the sustainability of the chemical and pharmaceutical industries; female participation rates could and should be
improved in many countries in the chemical and pharmaceutical industries; digitalised workplaces offered new employment opportunities to all workers, particularly women and youth; and created opportunities to improve work-life balance. At the same time, it was recognised that some jobs would be lost as a result of digitalisation and that there were STEM skills shortages, highlighting the urgency to invest in education, knowledge, training, upskilling and life-long learning for employers and workers. Finally, the need was expressed to bring together the social partners in defining the new knowledge and skills, and education and training, to be delivered.

On the 9-11 April, the Global Dialogue Forum on decent work in the management of electrical and electronic waste adopted recommendations that call on the ILO to, inter alia, generate more data and statistics on the potential for green job creation, areas for productivity improvements, and skills requirements in this area; to build the capacity of employers’ organisations; and to support the transition to formalisation of enterprises and workers in the informal e-waste economy. The tripartite outcome document also insisted on the importance of Governments creating an enabling environment for micro, small, medium and large enterprises to provide sustainable services and products.

The employer delegates were from Belgium, Colombia, Iran, Japan, Mexico, Nigeria, Portugal and Romania. Mr Patrick van den Bossche, nominated by the Federation of Belgian Enterprises (FEB), was the Employers’ Vice-Chair.

The last ILO sectoral meeting of this reporting period took place in May to consider safety and health in the forestry sector and involved six employer representatives from Australia, Canada, China, Panama, Spain, and the US. The Spokesperson was John Beckett, member of the ILO Governing Body, from the Canadian Employers’ Council. The meeting’s conclusions emphasised, inter alia, that the safety of workers and workplaces in forestry requires a joint commitment from governments and employers’ and workers’ organisations. Tripartite constituents also recommended that the Office initiate preparations to update, through a meeting of experts, the Code of Practice on Safety and Health in Forestry Work (1998) to include specific provisions on emerging issues such as climate change, new technologies, migration, and the informal economy, among others.

Other international forums

For many years, the extended scope of IOE activities has taken us into scores of other forums, at regional and international level, within the UN system and beyond, to advocate on behalf of business and ensure that the perspectives of the global employer community are taken into account in the decisions and outcomes. Engagement beyond the ILO is covered in both the Highlights as well as the relevant sections of the Policy Priorities chapters of this report.
III Policy Priorities

IOE’s policy priorities are intrinsically linked to crucial issues for business today such as international labour standards; industrial relations; employment and skills; the future of work; responsible business conduct; labour migration; sustainable development; occupational safety & health, and more.

We have created policy working groups (PWGs), and also benefit from our business networks, to analyse trends and help shape the global agenda through an evidence-based and practical approach and ensure that policy debates and outcomes in these areas reflect the interests of business and employers.
International Labour Standards (ILS)

When ratified, an ILO Convention sets the framework for national law and practice on a certain work-related area, such as basic human rights, occupational safety and health, wages, working time, employment policy and promotion, vocational guidance and training, skills development, specific categories of workers, labour administration and inspection, maternity protection and social security, indigenous and tribal people, and migrant workers.

If existing national law or practice does not comply with the Convention, new labour laws, amendments of existing laws, or new implementation directives may ensue and business may be required to change its practices at significant cost. Even if ILS are not taken up by national law, collective agreements, international framework agreements (IFAs) and codes of conduct are increasingly inspired by them. This has a direct impact on business decisions and IOE and its partners, such as the International Bar Association Global Employment Institute (IBA-GEI), work to ensure that employers’ organisations, and their members, are well informed and play a role in the ILO and at national level in formulating, implementing and supervising ILS, and in ensuring that due account is taken of the range of business perspectives in policymaking circles.

During this reporting period for example, we submitted a detailed response to the ILO Committee of Experts’ General Survey on Social Protection Floors Recommendation No. 202, in preparation for the 2019 ILC CAS discussion.

Our submission recalled employers’ active engagement in the realisation of social protection floors (SPF) in line with national needs and priorities, because enterprises are often the major source of funding for social protection schemes. For IOE, the implementation of R202 requires governments to engage with employers’ organisations at an early stage to ensure that implementation does not have an adverse impact on the sustainability of enterprises; to undertake due diligence prior to any decision on implementation, including research on the current social security situation, cost-benefit analyses of the proposed changes, examination of the potential impact and consequences, as well as consideration of realistic priorities; to prioritise actions to achieve maximum effectiveness and impact over time; and maintain a comprehensive understanding of national legal systems and practices to act in accordance with current practice. IOE also pointed out the importance of reflecting the needs of increasingly diverse forms of work and considering the potential impacts of climate change and demographic change when implementing R202, as effective social protection systems must also look to future needs.

When it comes to supporting understanding of and compliance with ILS, IOE publishes information for members and collaborates on awareness raising and training. Recent outcomes of this effort included the joint IOE-IBA GEI publication entitled “International Labour Standards in the Contemporary Global Economy”, which was launched in December 2018.

IOE also co-organised and contributed to the workshop on “Strategies to improve compliance with Labour Legislation” in San José, Costa Rica last December, which aimed at improving the knowledge and capacity of ministries of labour to improve compliance with labour legislation and generate public policies that guarantee the effective exercise of labour rights.
Industrial Relations

Industrial relations are key for businesses because of their repercussions on the working environment and the production of goods and delivery of services. Each industrial relations system is grounded in the historical, economic, and political context of the country concerned – for IOE there can be “no one-size-fits-all” model.

Through its Industrial Relations Policy Working Group (IRPWG), IOE provides members with a platform for sharing information and discussing topics such as industrial action, collective bargaining systems, the collective rights of independent contractors, mediation, and dispute resolution mechanisms. These discussions inform IOE policy as well as guidance material for members. During this reporting period, the IRPWG met to discuss, inter alia, case studies of workers’ representatives in enterprises from various countries around the world.

In a meeting in Geneva in February, IOE brought the employers’ perspective to the ILO-EU Industrial Relations Workshop which aimed to investigate the possible role of social dialogue and social partners, and more generally industrial relations, in reducing inequalities in the world of work. Particular attention was given to the contribution of social partners and social dialogue in achieving a better balance between flexibility and security for both employers and workers.

And IOE co-organised a workshop in Berlin on transnational company agreements as a valuable option for companies to promote social dialogue, as well as two meetings of its Global Industrial Relations Network, which are covered in the Business Networks Chapter of this report.

Human Rights and Responsible Business Conduct

IOE supports the global expectation that all business enterprises respect human rights in their activities and business relationships in line with the UN Guiding Principles on Business and Human Rights (UNGPs) which clearly spell out the respective roles of Governments to “protect” human rights and of business to “respect” human rights, as well as the need for victims to have access to effective remedy.

We disseminate information, guidance and advice on the UNGPs and other instruments on responsible business conduct to members and partners through a range of events, workshops, publications and presentations. Over the year, IOE support to members and their affiliates included co-organised events in Cambodia, Germany, North Macedonia, Spain, Thailand and the United States, while Geneva-hosted IOE webinars reached out with information to the global membership.

The IOE Policy Working Group (PWG) on Human Rights and Responsible Business Conduct informs IOE engagement and advocacy on behalf of business in the United Nations: UN Treaty process, UN Working Group on Business & Human Rights, UN Forum on Business & Human Rights, Office of the High Commissioner on Human Rights (OHCHR) project on Accountability and Remedy, and other ad hoc UN activities; in the ILO: discussions on Global Supply Chains, Fundamental Principles and Rights at Work, MNE Declaration, and Social Dialogue, etc; and in other initiatives: of the UN Global Compact, the Global Reporting Initiative (GRI), SHIFT, OECD, B20, benchmarks/rankings, mega sporting events, etc.

Of particular note during this period was IOE participation once again in the annual UN Forum on Business and Human Rights in Geneva in November, which showed an increased participation by the business community (29% of participants, up from
24% the previous year). IOE members from around the world participated in regional focused sessions on Africa, Asia and Latin America, as well as in the discussion on how human rights due diligence applies to labour rights. IOE also led a session, chaired by Renate Hornung-Draus (BDA), on how to widen uptake of the UNGPs by SMEs, feeding into IOE’s ongoing effort to encourage SMEs to respect human rights in line with their respective size, capacity, resources, and impact. In the closing plenary, Mthunzi Mdwaba concluded that the north star for the business and human rights movement going forward needed to be a collective focus on delivering impact on the ground at the local level, where most of the impact takes place.

IOE has been involved since the outset in the UN Treaty Process and joined the fourth session of the UN’s Inter-Governmental Working Group on transnational corporations and other business enterprises with respect to human rights (IGWG) from 15 to 19 October 2018 in Geneva. The purpose of this session was for States to “negotiate” on the Zero Draft Treaty prepared by the Chair of the IGWG (Ecuador) in July. There was also a presentation of the Draft Optional Protocol, which Ecuador released (without prior warning) in September.

In advance of the session, IOE released a joint business response to the Zero Draft Treaty and Draft Optional Protocol with Business at OECD (BIAC), Business Europe and the International Chamber of Commerce (ICC), setting out the business community’s rejection of the texts with arguments as to why they do not provide a sound basis for a possible future standard on business and human rights. State interventions also showed that it would be difficult for such an instrument (in its current form) to gain broad-based political support. It was not at all clear that all participating States were actually “negotiating” on the Zero Draft Treaty; many States provided initial comments and raised questions while reserving their position on it. Ecuador will release a Revised Draft Treaty by the end of June 2019 and the IGWG will likely hold its fifth session in October, during which States will negotiate on the Revised Draft Treaty.

IOE engagement in OHCHR’s “Accountability and Remedy Project” also continued, which is focused on implementation of the UNGPs, specifically “Pillar 3: access to remedy for victims.” The first two ARP projects (ARP I on “judicial mechanisms” and ARP II on “State-based non-judicial mechanisms”) resulted in recommended actions to States. ARP III focuses squarely on business and will produce recommended actions to both business and States.

In April, IOE organised with CEOE (Spain) three days of responsible business conduct events, beginning with a workshop for SMEs, followed by an event for employers’ organisations on how best to support their members in this area, and culminating in an International Business and Human Rights Workshop which attracted an audience of more than 100 international participants from the world of business, international organisations, academia, employers’ organisations and NGOs.

IOE continued to publish its Responsible Business Conduct Newsletter throughout this period to keep members and partners up to date with the wide range of international trends and developments in this area, as well as to share experiences of new regulations and practices at national level.

**Labour Migration**

IOE activity in this area involves engagement in initiatives to improve regulatory frameworks for labour mobility, while reducing exploitative recruitment practices in international labour migration. Much of this work is undertaken through the Global Forum for Migration and Development (GFMD) Business Mechanism, which is supported by IOE at its offices in Geneva (please see the
Business Networks chapter for more) as well as through our dedicated Policy Working Group and cooperation with the International Organisation for Migration on its International Recruitment Integrity System (IRIS).

Alongside the International Trade Union Confederation (ITUC) and the World Employment Confederation (WEC), we are also involved in the ILO Fair Recruitment Initiative to prevent human trafficking, promote safe migration, and reduce the costs of labour mobility. With regard to international labour standards on migration, IOE is pushing for revision of ILO Conventions 97 and 143 to address current migration challenges.

Last November, IOE supported the participation of members from Australia, India, the Netherlands, Russia, South Africa, Switzerland, USA and Zambia in the ILO Tripartite Meeting of Experts on Defining Recruitment Fees and Related Costs in Geneva, and in March held a follow-up webinar for members and partners to report on the outcomes, which are unequivocal on the prohibition to charge fees to workers. Furthermore, the outcomes empower national social partners to regulate and enforce the issue in a way that allows for national flexibility and tailoring on ‘related costs’ as well as recognising that the rule of law and appropriate regulations for the employment industry are crucial preconditions for any further regulation or guidance on recruitment fees and costs.

In December, IOE was represented at the highest level at the adoption Conference of the Global Compact for Migration (GCM) in Marrakesh, where IOE President, Erol Kiresepi, spoke in the opening as the sole representative of the global business community, alongside the Moroccan Minister of Foreign Affairs, Nasser Bourita, the UN SG, Antonio Guterres and the President of the UNGA, Maria Fernanda Espinosa. Mr Kiresepi’s statement brought the economic perspective to a highly political issue and underlined the importance of multilateralism in the management of migration. He recalled that the private sector had a three-pronged stake in well-regulated migration frameworks: to fill skills shortages; to ensure social stability; and to contribute to the protection of the most vulnerable migrant workers. He stressed the need for cooperation between the public and private sector: employers need regulatory frameworks that support skills mobility and regular migration, and they can support governments in promoting regulations and enforcement mechanisms to ensure responsible recruitment.

An important outcome of the GCM adoption is the combined effort by IOE-ILO-IOM-UNESCO to create a global partnership on skills and migration as a contribution to the implementation of the Compact, which highlights the need for a skills program that responds to labour market needs.

In March, Secretary-General Roberto Suárez also brought the perspective of the employer...
community to a global debate on international migration in New York hosted by the President of the UN GA, María Fernanda Espinosa.

Here Mr Suárez highlighted the potential of the private sector to positively influence the narrative around migration, while calling on governments to take into account the business case for migration in their policy decisions. He also underlined the role of the IOE network in promoting ethical and fair recruitment, as well as fundamental principles and rights at work. A side-event provided the opportunity to engage on the future of IOE partnerships with ILO, IOM, UNESCO and ITUC on skills for migrant workers.

IOE’s work on labour migration was given a further boost in March with the signing of a grant agreement with PMI IMPACT. This will support the work of the GFMD Business Mechanism in enhancing dialogue between the private sector and governments on migration and advocating for a regulatory environment that maximises the benefits of migration, while reducing the risks of trafficking, irregular migration, unethical recruitment practices and forced labour. Planned activities include four business-government workshops in Latin America, South Asia, Africa and the Middle East; four short research projects on best practices in the four regions, linking to one larger research project; and eight informal meetings to foster dialogue with governments via the Ambassadors of Permanent Missions in Geneva and New York; and building the Business Mechanism’s communications capacity and impact.

**Sustainable Development**

In this major area of work, IOE focuses particularly on the impact of sustainable development policies and measures on employment and social conditions and helps to ensure that policymakers consider the business perspective. Through a range of activities – publications, forums, training sessions, working groups, international conferences - IOE demonstrates its commitment to the SDGs, raising awareness and deepening understanding of the role of the private sector in the achievement of the Goals. The IOE also analyses and communicates both the challenges and opportunities arising for enterprises from the SDGs, provides effective employer advocacy, and, argues for the involvement of employers’ organisations in accountability mechanisms.

The 2018 UN High-level Political Forum on Sustainable Development (HLPF) in New York last July on “Transformation towards sustainable and resilient societies” allowed IOE to reinforce its public commitment to the SDGs at the main event, at numerous side-events such as the High-Level conference of the Partnership for Action on Green Economy (PAGE) on transforming economies and lifestyles to ensure a greener, fairer world, as well as at an IOE-USCIB-ICC working dinner for companies, employers’ and business organisations and government representatives.

IOE also had a role at the second meeting of the Global Coordinating Group of the Alliance 8.7, of which IOE is a member, where Brent Wilton of the Coca-Cola Company – an IOE corporate partner – spoke in the High-Level Panel on Innovative Initiatives Achieving SDG Target 8.7, which calls for 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, and by 2025 end child labour in all its forms.

Again in the international arena, IOE supports the participation of members in the European Union Policy Forum on Development, bringing the business perspective to discussions at regional and global level on innovative solutions to the world’s most pressing challenges as encapsulated in the SDGs and advocating for the involvement of the private sector and its representative organisations in the design and implementation of EU development programmes.
IOE also had a seat at the table at The OECD Green Growth and Sustainable Development (GGSD) Forum in Paris last November, which addressed “Inclusive Solutions for the Green Transition: competitiveness, jobs and social dimensions”. Alongside Business at the OECD (BIAC), IOE provided its perspective in the opening session, as well as key business messages in discussions on jobs and green growth, and skills transition management. Here, we emphasised that the implementation of environmental policies raised uncertainties for the private sector; that developing technologies to decarbonise remained a challenge in several industries and implementing new technologies was often not yet cost-effective, or even possible. In addition, without growth and job creation, we argued there would be less room for manoeuvre for financing environmental protection and that businesses needed a consistent and friendly policy and regulatory framework to play their full role in achieving a low-carbon economy, as well as support in understanding the likely impacts of policy measures on jobs and competitiveness.

IOE sees one major challenge ahead as identifying the future skills needed to meet market demands in the transition to greener economies. This calls for policies enabling employability and skills development programmes. While businesses take leadership in re-skilling and upskilling, governments in collaboration with education and training institutions should promote the skills needed to thrive in the face of transformative change. Also critical are the social protection measures that may be needed to build resilience, increase adaptive capabilities, and facilitate the transition to new jobs. Proposed mechanisms should be affordable, adaptable, and sustainable, in line with national specificities. The focus of any plan of action should be on balancing support to the individuals and enterprises that are the most adversely affected by the transition.

IOE work on sustainable development goes beyond advocacy in the UN system, in October, we co-organised with CEOE (Spain), and with the support of the European Union, a Global Business Forum on the SDGs in Madrid, which brought together more than 60 experts from the world of employers’ organisations, government, international institutions, academia and private companies to explore the challenges, opportunities, roles and shared responsibilities arising from the new development agenda for the range of stakeholders. Among the takeaways was that companies integrating the Goals into their business operations reap tangible benefits in terms of competitiveness and sustainability rankings, enhanced access to financing and increased market share.

**FIVE KEY STEPS WERE IDENTIFIED FOR COMPANIES TO EMBED THE SDGS IN THEIR OPERATIONS:**

1. Understand and commit at board level so the SDGs become integral to the company’s global strategies, priorities and goals;
2. Define which SDGs are most relevant to the company’s operations;
3. Set the goals and integrate them into company behaviour and operations;
4. Assess the impact of the company’s actions;
5. Report and communicate on actions undertaken.

In December, IOE co-organised a conference in Conakry with CNP Guinea, with the support of the European Union, on “The Green Economy and Sustainable Development: how to accelerate growth and job creation”. IOE members in west and central Africa, and other stakeholders, explored concrete experiences and case studies highlighting the opportunities and challenges arising from the 2030 Agenda. Under discussion was the jobs and growth-creation potential of transforming environmental issues, such as waste, into economic and social benefits. Discussions also focussed on the key roles of PPPs and innovative financing, such as Green Bonds, in realising projects that have a positive impact on the environment and provide impactful solutions to climate change.

This was an occasion to highlight opportunities for providing services to employer organisation...
members such as raising awareness of the social, environmental and business opportunities arising from the SDGs; recognising companies’ efforts through prizes and awards; advocating for incentives and financing for companies engaging in the green economy; and organising workshops and experience-sharing platforms.

And with a view to preparing the IOE contribution to the 2019 High-level Political Forum on Sustainable Development (HLPF) in July, we provided the business perspective at the Regional UNECE Forum on Sustainable Development in Geneva in March dedicated to the exchange of experiences and best practices in the implementation of SDG 8, as well as the April experts’ meeting organised by UNDESA- ILO on SDG 8 and its role in advancing sustainable development. This meeting took stock of progress towards Goal 8, again by sharing good practices and challenges, and suggesting ways forward in terms of policies, partnerships and coordinated action at all levels.

**Future of Work**

For IOE, the discussion on the Future of Work (FoW) on the international stage is a fundamental means for governments, workers and employers to shape policies to respond to the changing nature of work; to encourage reskilling and the uptake of new skills for the future; and to respond to the governance of work as it changes.

During the reporting period, IOE represented the employers’ views on digitalisation, innovation, new business models, and all other changes affecting employment and the world of work in policy debates at national, regional and international levels, in the UN, at ILO, the Organisation for Economic Cooperation and Development (OECD), Business at the OECD (BIAC), at the ILERA Summit in Seoul, the G7 and G20, and elsewhere.

This past year has seen unprecedented IOE activity on this area of work, participating in the ILO Global Commission on the Future of Work (a component of the ILO’s Future of Work Centenary Initiative), organising and contributing to meetings around the globe as indicated above, and collaborating with ILO ACT/EMP on a new publication, all with the support of our FoW Policy Working Group.

At the start of this period, the ILO Global Commission had already met for a third time to discuss possible recommendations and guidance to orient ILO actions and national policies to address the FoW. With a seat at the table as an ex-officio member of the Commission, IOE Vice-President to the ILO, Mthunzi Mdwaba, ensured that the views of IOE members, gathered via consultation and at the meeting of the Policy Working Group, were taken into account in the Commission’s recommendations.

For the Employers, ILO should take six concrete actions to address the FoW:

1. Take the global lead on skills guidance to policy makers;
2. Contribute to the decent work agenda by fostering an enabling and productive environment for business and for employment creation;
3. Provide better analysis and measurement of the evolution and development of work patterns and working relationships to support constituents with appropriate labour market strategies to address more frequent job transitions;
4. Review and adapt a new Social Protection Floor strategy to address the issue of informality and the increasing trend of frequent job-changes;
5. Strengthen all ILO activities to promote social dialogue in this new world of work;
6. Collaborate and build synergies and policy coherence with other UN
agencies and international and regional organisations whose work is related to employment, entrepreneurship development, and innovation.

With the launch of the Global Commission’s report in January, IOE provided a guidance note to members outlining key messages for discussion at national level. Commending the Report for highlighting the need for a “human-centred agenda for the future of work”; for capturing the positive tone and aspirations of the Global Commission; fully embracing the diversities in the forms of work (no longer using the term “standard/non-standard” forms of work), IOE noted that the Report did not fully acknowledge the value that the private sector adds to the world of work and omitted concrete recommendations for improving the business environment or promoting business dynamism and investment.

The Employers discussed these points at the PWG in March for reaffirmation in the discussion on the ILC Centenary Declaration in June, which will refer to the recommendations of the Report, inter alia, to orient the ILO in its second century.

A key outcome of IOE FoW activity during this period was the publication of a joint IOE-ACT/EMP report entitled “Changing Business and Opportunities for Employer and Business Organisations”, based on a detailed survey of hundreds of corporate executives, extensive research, and consultations with Employer and Business Membership Organisations (EBMOs). The report identifies five trends that are radically altering business models regardless of size, sector or location: technological innovation, global economic integration, climate change and sustainability, demographic and generational shifts, and a global shortage of skilled labour. The findings point to the need for businesses to work with EBMOs to develop collective solutions to the challenges.

On 4-5 April IOE was at the Nordic Conference on the Future of Work, participating in a panel debate on ‘The Future of Work: Opportunities and challenges for the Nordic Models – the Nordic contribution to ILO’s Centenary’ alongside Sharan Burrow (ITUC General-Secretary), Guy Ryder (ILO Director General), the Labour Minister of Norway, the Social Affairs Minister of Iceland and the Employment Minister of Sweden, which highlighted, inter alia, the importance of skills and the need for a culture of adaptability in businesses and the public sector. IOE highlighted the findings of the recent joint publication with ACT/EMP on the future of business and employers’ organisations.

IOE also attended the ILO Conference on the Future of Work in Singapore at the end of April to participate in panel discussions and workshops to better understand and capture the ASEAN employers’ take on the FoW to inform the IOE’s global position in the ILC discussion.

**Employment and Skills**

IOE’s broad employment workstream covers labour market policies, the informal economy, youth employment, skills development, the Future of Work, productivity, social protection and sustainable wages, in short, all aspects of work and the policies that govern them.

IOE’s leadership role in this area extends to the ILO, OECD, the G7 and G20 and beyond, framing political discussions and international legal negotiations, and contributing business input to the design, development, implementation and monitoring of employment policies. Our network consistently advocates for policies that increase job opportunities for young people - as seen in its initiation in 2013 of the Global Apprenticeships Network (GAN), which is now an independent entity.

The IOE’s Employment and Skills Policy Working Group gathers members’ views to inform the global discussion on topics ranging from the minimum wage, a universal basic income, to skills for the future.

An example of IOE “Employment and Skills” output is our contribution to the recommendations for employment and education policy and action for the B20 employment workstream under the Argentina G20 in 2018, and the Japan G20 in 2019.

As official “Networking Partner” of the B20 Employment and Education Task Force (EETF) under the Argentina G20, and with IOE President Erol Kiresepi as co-chair of the EETF, IOE was once again instrumental in bringing the business recommendations to the G20 employment process which culminated in the G20 labour ministerial in Mendoza on 6-7 September 2018.
On this occasion, Erol Kiresepi presented the IOE’s global priorities for modernising social protection systems to the labour and employment ministers, and key commitments were made by G20 governments to:

- Enhance their understanding of emerging employment trends, and, as needed, improve labour market governance, legal frameworks, institutions, and policy approaches.
- Address income inequalities.
- Support people to develop relevant skills through re-skilling and up-skilling strategies in order to increase their employability.
- Advance the implementation of the G20 Entrepreneurship Action Plan.
- Ensure that new forms of employment are in the formal economy.
- Make social protection more sustainable, adaptable and responsive to the new social and labour market dynamics.
- Enable women to participate equally in the digital economy, increasing the participation of women in Science, Technology, Engineering and Mathematics (STEM) related skills training.
- Promote the participation of persons with disabilities in the labour market.
- Foster social dialogue and new partnerships such as international framework agreements.

IOE welcomed the uptake by the G20 of the employers’ message that certain forms of employment, such as part-time, temporary and third-party agency work, among others, present opportunities for job creation, including self-employment, labour mobility, access to the labour market, and the inclusion of vulnerable and underrepresented groups.

This was also the occasion for the Global Employers’ Forum, which provided a venue for the launch of the IOE-B20-Deloitte-BIAC monitoring report entitled: “Ten years on: The G20 Employment Process – Successes, Challenges and Impacts”. The report looks back over a period during which employment, skills and job creation have become central to all G20 leaders’ declarations; 2014 saw the creation of a dedicated G20 Employment
Working Group as standard in the G20 process, as well as the first IOE-BiAC report to monitor the implementation of G20 commitments in this area.

The monitoring report launched in Mendoza found that G20 National Employment Plans generally went in the right direction with their respective focus, but with room for improvement in terms of ambition. Furthermore, the report found that the development and implementation of the plans generally lacked the involvement of the social partners, and called for much better engagement of the social partners in the follow-up of G20 commitments. The overall impact of the G20 employment process was deemed modest, indicating that the potential of the G20 has not yet been fully harnessed.

The B20 Summit followed in Buenos Aires, where Erol Kiresepi presented the B20 EETF recommendations which included the key employment policy focuses for which IOE advocates across all relevant forums:

- Promotion of diverse Forms of Work
- Strengthening the inclusiveness of labour markets
- Fostering labour migration in line with labour market needs
- Supporting entrepreneurship and innovation
- Strengthening skills development and lifelong learning for sustainable growth
- Optimising the use of and access to labour market data and intelligence.

In December 2018, the presidency of the G20 transitioned to Japan, with IOE member, Keidanren, organising the B20 activities.

Once again, IOE brought its key employment policy recommendations to the G20 employment workstream. In early February, IOE joined the G20 Employment Working Group (EWG) in Tokyo to contribute to work on the labour ministers' declaration which will be launched in early September 2019 with a focus on demographic development, equal opportunities and the future of work. In March, IOE President Erol Kiresepi’s recommendations on digital transformation, trade and investment, future of work, healthcare, and energy and environment were announced at the G20 Summit in Tokyo, and in April, the IOE's statement to the G20 Employment Working Group complemented earlier recommendations to step-up action to empower women and strengthen their opportunities in the labour market, and to better utilise women’s skills with a view to enhancing enterprise competitiveness, national output and economic development.

As part of the B7 delegation to the G7 Employment Task Force, which met for a second time in Paris in April, IOE intervened on behalf of employers on the development of the G7 Labour Ministerial Declaration which focused on improving social justice through greater integration of international labour standards, universal access to social protection, empowering individuals in a changing world of work and promoting occupational equality between men and women.

Occupational Safety & Health (OSH)

While there is no IOE OSH Policy Working Group, since 2008, the IOE Global Occupational Safety & Health Network (GOSH) has been attracting members and their corporate affiliates to twice-yearly meetings around a range of OSH topics that are decided by the network. Please see the Business Networks chapter for more on this.
Work on OSH also means engagement with the International Organisation for Standardisation (ISO) and we joined the first meeting of the ISO Technical Committee on OSH Management Systems last September to monitor the process to update ISO 45001 (published in March 2019) and to follow the work on a new item for ISO guidelines (ISO 45003) on psychological health and safety in the workplace, a committee draft of which was the subject of a recent review.

While IOE supports the promotion of mentally healthier workplaces, our message to ISO is that there is enormous diversity in organisational models, and standardisation is not always the solution to bringing about improvement. Furthermore, we call for due representation of social partners in tackling mental health and safety in the workplace. IOE’s view is that the ISO process cannot be expected to deliver the best results for addressing mental health and safety in the workplace. Overall, this is yet another illustration of ISO’s increasing involvement in labour issues, which goes beyond their mandate.

And as a member of the Advisory Board of the Global Centre for Healthy Workplaces (GCHW), IOE attended The Global Healthy Workplace Awards & Summit which took place in Bergamo, Italy, also last September, as a demonstration of IOE’s commitment to supporting awareness raising of the importance of well-being in the workplace and sharing best practices in this field.

The event concluded with an awards session addressed to organisations implementing programmes that excel in the creation of healthy workplaces and demonstrate an employer’s focus on promoting a safe and healthy work environment and the health of its employees while producing business essential outcomes.
IV Business Networks

Corporate Partners

Since the creation of an IOE corporate partner programme in 2013, we have been increasingly involving companies in our activities alongside our business and employer organisation members. Today, 18 corporate partners – affiliates of IOE member organisations in the country of their headquarters – formally support the IOE.

While not involved in IOE governance, our corporate partners enrich our discussions with their experiences and best practices. The corporates benefit from IOE expertise in policy development through individualised support and services, and knowledge-sharing activities on standards, human rights and responsible business conduct, industrial relations, labour migration, sustainability, skills development and much more. They enjoy opportunities
to exercise leadership in employment and social policy circles and networking opportunities with peer-level companies in a confidential environment.


**Global Industrial Relations Network (GIRN)**

Since 2008, IOE’s GIRN has helped the affiliates of IOE member organisations to identify and anticipate industrial relations and human resources issues and trends so that they can better prepare for and address them.

Today, almost 40 GIRN members from Asia, Europe, Latin America and North America, tap into IOE’s expertise and experience in international employment and human rights. Global meetings, held twice a year, provide an opportunity to share with GIRN members the latest insights and analyses of UN and other multilateral initiatives impacting the global IR and HR environments. They enable the exchange of best-in-class practice, validate strategy and action, and foster impact.

During this reporting period, GIRN met in Atlanta and Stockholm around an agenda set, as always, by the members themselves with the support of the IOE Secretariat. The first event considered the state-of-play in the world of industrial relations, human rights, and International Framework Agreements, as well as providing a space for exchanging experiences of the challenges associated with running operations in unstable political environments and fragile states, and the evolving employment environment arising from new and emerging global trends. The second gathering of the year explored the potential impact of changing business models and the future of work on industrial relations and human resources.

**Global Occupational Safety and Health Network (GOSH)**

For the past ten years, the IOE GOSH network has supported occupational safety and health and sustainability professionals to come together twice a year to exchange experiences and best practices on topics ranging from pandemics, business continuity and emergency preparedness; accident reporting and investigation; contractors safety, health, wellbeing and resilience; green jobs and just transition; office and warehouse safety; and supporting frequent business travellers.

Again, member-focussed agendas optimise participation, content and outcomes. Hosted by Sonae Sierra in Lisbon, the September 2018 meeting explored, inter alia, the Management of Psychosocial risks in workplaces in the context of findings from the second European survey of enterprises undertaken by the European Agency for Safety and Health at Work, as well as the trade union perspective on mental health at the workplace.

The May 2019 meeting was hosted by IOE member, TISK, in Istanbul and brought the network together to share experiences of adapting companies’ health policies to local workplaces; to hear first-hand about ensuring employee well-being in the telecommunications sector; and to exchange on engaging company board members to understand and address health risks.

**Global Forum for Migration and Development (GFMD) Business Mechanism**

Initiated by IOE, the GFMD Business Mechanism was formally endorsed at the 2015 GFMD Summit of governments in Istanbul as a platform for businesses to engage with governments and other stakeholders on migration. The GFMD Business Mechanism addresses issues of workforce mobility, skills and labour market needs matching, fair recruitment and decent work conditions, social welfare and public perception.

During this reporting period, the GFMD Business Mechanism was instrumental in bringing the private sector perspective to the Global Compact for Fair,
Orderly and Regular Migration (GCM), which was adopted at the Intergovernmental Conference on the Global Compact for Migration in Marrakesh (Morocco) in December 2018. Throughout the GCM consultation and negotiation process, IOE and the GFMD Business Mechanism argued that regular migration is critical to the success of enterprises – and to economies generally - and that migration policy should take a comprehensive and balanced approach.

We called for the GCM to facilitate the economic contributions of migrants while protecting them from predatory practices. Many of the private sector recommendations were taken up in the GCM, including those related to skills development and skills mobility.

The private sector was recognised throughout as an essential contributor to what must be a shared responsibility and IOE President, Erol Kiresepi was the only representative of the global private sector to be invited to join the group of selected speakers, including the UN Secretary-General, at the opening ceremony of the GCM adoption Conference. The Conference also provided the opportunity for private meetings with senior UN figures, as well as governments, who called for stronger engagement and more regular consultations with IOE at institutional level. The governments also highlighted the need for companies and employers’ organisations to be more vocal in the migration debate at national level.

Recognising that the adoption of the Compact is just the beginning, the GFMD Business Mechanism will continue to work alongside the IOE Policy Working Group on Migration and the IOM to advocate for governments to take actions on the agreed objectives with the support of the private sector and other stakeholders.
Our Team

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.

MAY 2019

**Secretary-General**
Roberto Suárez Santos

**Deputy Secretary-General**
Matthias Thorns

**Director of ILO Coordination**
María Paz Anzorreguy

**Director of Communications**
Jean Milligan

**Senior Advisers**
Alessandra Assenza
Pierre Vincensini
VI Our 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 members together 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 2018 General Council endorsed the re-affiliation of the Private Sector Federation (Rwanda) and Confindustria (Italy), warmly welcoming the new members to the global employer community.

After 23 years as IOE Treasurer, Mr José María Lacasa Aso (Spain) decided to step down. Mr Blaise Matthey (Switzerland) was appointed to replace
Mr Lacasa as Treasurer until the end of the mandate. The President informed the General Council that Mr Lacasa would become a co-opted member of the Management Board until the next elections, which are due to take place at the 2020 General Council.

The 2018 General Council saw the introduction of a new component, a high-level panel discussion, which was chaired by Ms Renate Hornung-Draus (Germany) and explored “How to be the “go-to” voice of business for your government, the media and international institutions”. IOE members from Australia, Chile and Zimbabwe shared their diverse experiences, and Ambassador William Lacy Swing, Director-General of the International Organization for Migration (IOM), provided the perspective of an organisation that involves the business community in achieving its strategic objectives.

The General Council also endorsed the new IOE branding, which was officially launched in October 2018 in parallel with the launch of the new IOE website.

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 take place three times a year, in March, May/June and October/November.

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 Statutes.

MEMBERS OF THE IOE MANAGEMENT BOARD AT MAY 2019

- **Mr Erol Kiresepi**, President (Turkey)
- **Mr Mthunzi Mdwaba**, IOE Vice-President to the ILO (South Africa)
- **Mr Alexandre Furlan**, Regional Vice-President, Latin America (Brazil)
- **Ms Renate Hornung-Draus**, Regional Vice-President, Europe (Germany)
- **Mr El Mahfoudh 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 Blaise Matthey**, Treasurer (Switzerland)
- **Mr Oussaine Diallo**, Member (Côte d’Ivoire)
- **Mr Rajeev Dubey**, Member (India)
- **Mr Alberto Echavarria**, Member (Colombia)
- **Mr Daniel Funes de Rioja**, Member (Argentina)
- **Ms Liu Hansong**, Member (China)
- **Mr Jože Smole**, Member (Slovenia)
- **Mr Khalifa Mattar**, Member (United Arab Emirates)
- **Mr José Maria Lacasa**, Member (Spain)
- **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 Martinez**, Member (Mexico)
- **Mr Peter Robinson**, Regional Vice-President, North America (United States)
- **Mr Blaise Matthey**, Treasurer (Switzerland)
- **Mr José Maria Lacasa**, Member (Spain)

1. To be endorsed by the 2019 General Council
VII Our Membership

We thank our membership, which is growing year on year, for their support and commitment.
<table>
<thead>
<tr>
<th>Africa (42)</th>
<th>Asia (35)</th>
<th>Americas (35)</th>
<th>Europe and Central Asia (46)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Confédération Générale des Entreprises algériennes</td>
<td>Australian Chamber of Commerce &amp; Industry</td>
<td>Antigua &amp; Barbuda Employers' Federation</td>
<td>Biznes Albania</td>
</tr>
<tr>
<td>Chamber of Commerce &amp; Industry of Angola</td>
<td>Bahrain Chamber of Commerce &amp; Industry</td>
<td>Union Industrial Argentina</td>
<td>Business Confederation of Andorra*</td>
</tr>
<tr>
<td>Conseil National du Patronat du Bénin</td>
<td>Bangladesh Employers’ Federation</td>
<td>Aruba Trade and Industry Association</td>
<td>Federation of Austrian Industry</td>
</tr>
<tr>
<td>Business Botswana</td>
<td>Cambodian Federation of Employers &amp; Business Associations</td>
<td>Bahamas Chamber of Commerce and Employers’ Confederation</td>
<td>National Confederation of Entrepreneurs (Employers’) Organizations of Azerbaijan</td>
</tr>
<tr>
<td>Conseil national du Patronat Burkinabé (Burkina Faso)</td>
<td>China Enterprise Confederation/China Enterprise Directors Association</td>
<td>Barbados Employers’ Confederation</td>
<td>Fédération des Entreprises de Belgique</td>
</tr>
<tr>
<td>Groupeement Inter-Patronal du Cameroun</td>
<td>Fijí Commerce &amp; Employers’ Federation</td>
<td>Bermuda Employers’ Council</td>
<td>Association of the Organisations of Bulgarian Employers</td>
</tr>
<tr>
<td>Conseil National du Patronat Tchadien (Chad)</td>
<td>All India Organisation of Employers</td>
<td>Confederación de Empresarios Privados de Bolivia</td>
<td>Croatian Employers’ Association</td>
</tr>
<tr>
<td>Union Patronale et Interprofessionnelle du Congo</td>
<td>Employers’ Federation of India</td>
<td>National Confederation of Industry (CNI Brazil)</td>
<td>Cyprus Employers’ and Industrialists Federation</td>
</tr>
<tr>
<td>Confédération générale des entreprises de Côte d’Ivoire</td>
<td>Standing Conference of Public Enterprises (India)</td>
<td>National Confederation of Transport (CNT Brazil)</td>
<td>Confederation of Danish Employers</td>
</tr>
<tr>
<td>Fédération des Entreprises du Congo (DRC)</td>
<td>Council of Indian Employers</td>
<td>Canadian Employers’ Council</td>
<td>Estonian Employers’ Confederation</td>
</tr>
<tr>
<td>Confédération Nationale des Employeurs de Djibouti</td>
<td>The Employers’ Association of Indonesia</td>
<td>Confederación de la Producción y del Comercio (Chile)</td>
<td>Confederation of Finnish Industries</td>
</tr>
<tr>
<td>Federation of Egyptian Industries</td>
<td>Iranian Confederation of Employers’ Associations</td>
<td>Asociación Nacional de Empresarios de Colombia</td>
<td>Business Confederation of Macedonia (North Macedonia)</td>
</tr>
<tr>
<td>Federation of eSwatini</td>
<td>Iraq Federation of Industries (March)*</td>
<td>Unión Costarricense de Cámaras y Asociaciones del Sector Empresarial Privado (Costa Rica)</td>
<td>Employers Organisation of Macedonia (North Macedonia)</td>
</tr>
<tr>
<td>Employers and Chamber of Commerce</td>
<td>Japan Business Federation (Keidanren)</td>
<td>Dominica Employers’ Federation</td>
<td>Mouvement des Entreprises de France</td>
</tr>
<tr>
<td>Ethiopia Employers’ Federation</td>
<td>Jordan Chamber of Industry</td>
<td>Confederación Patronal de la República Dominicana</td>
<td>Georgian Employers’ Association</td>
</tr>
<tr>
<td>Confédération Patronale Gabonaise</td>
<td>Korea Enterprises Federation</td>
<td>Cámara de Industrias de Guayaquil (Ecuador)</td>
<td>Confederation of German Employers’ Associations</td>
</tr>
<tr>
<td>The Gambia Chamber of Commerce and Industry*</td>
<td>Kuwait Chamber of Commerce &amp; Industry</td>
<td>Asociación Nacional de la Empresa Privada (El Salvador)</td>
<td>Hellenic Federation of Enterprises (Greece)</td>
</tr>
<tr>
<td>Ghana Employers’ Association</td>
<td>Association of Lebanese Industrialists</td>
<td>Comité Coordinador de Asociaciones Agrícolas, Comerciales, Industriales y Financieras (Guatemala)</td>
<td>BUSINESSHUNGARY</td>
</tr>
<tr>
<td>Conseil National du Patronat Guinéen</td>
<td>Malaysian Employers Federation</td>
<td>Association des Industries d’Haiti</td>
<td>National Association of Employers and Entrepreneurs (Hungary)</td>
</tr>
<tr>
<td>Federation of Kenya Employers (FKE)</td>
<td>Mongolian Employers’ Federation</td>
<td>Consejo Hondureño de la Empresa Privada (Honduras)</td>
<td>SA-Business Iceland</td>
</tr>
<tr>
<td>Association of Lesotho Employers and Business</td>
<td>Union of Myanmar Federations of Chambers of Commerce and Industry*</td>
<td></td>
<td>Ibec (Ireland)</td>
</tr>
<tr>
<td>Groupement des Entreprises de Madagascar</td>
<td></td>
<td></td>
<td>Manufacturers’ Association of Israel</td>
</tr>
<tr>
<td>Employers’ Consultative Association of Malawi</td>
<td></td>
<td></td>
<td>CONFINDEUSTRIA (Italy)</td>
</tr>
<tr>
<td>Conseil National du Patronat du Mali</td>
<td></td>
<td></td>
<td>Business Association JIA (Kyrgyz Republic)*</td>
</tr>
</tbody>
</table>

* Membership to be endorsed by the 2019 General Council
<table>
<thead>
<tr>
<th>Africa (42)</th>
<th>Asia (35)</th>
<th>Americas (35)</th>
<th>Europe and Central Asia (46)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Union Nationale du Patronat Mauritanien</td>
<td>Fédération of Nepalese Chambers of Commerce &amp; Industry</td>
<td>Jamaica Employers' Federation</td>
<td>FEDIL (Luxemburg)</td>
</tr>
<tr>
<td>Mauritius Employers’ Federation</td>
<td>Business New Zealand</td>
<td>Confederación de Cámaras Industriales de los Estados Unidos Mexicanos</td>
<td>Malta Employers’ Federation</td>
</tr>
<tr>
<td>Fédération des Chambres Marocaines de Commerce, de l’Industrie et de Services</td>
<td>Oman Chamber of Commerce &amp; Industry</td>
<td>Confederación Patronal de la República Mexicana</td>
<td>National Confederation of Moldovan Employers</td>
</tr>
<tr>
<td>Confédération générale des Entreprises du Maroc</td>
<td>Employers’ Federation of Pakistan</td>
<td>Consejo Superior de la Empresa Privada (Nicaragua)</td>
<td>Montenegrin Employers Federation</td>
</tr>
<tr>
<td>Confederation of Economic Associations of Mozambique</td>
<td>Employers’ Federation of Papua New Guinea</td>
<td>Consejo Nacional de la Empresa Privada (Panama)</td>
<td>Confederation of Netherlands Industry and Employers</td>
</tr>
<tr>
<td>Namibia Employers’ Federation</td>
<td>Employers’ Confederation of the Philippines</td>
<td>Federación de la Producción, la Industria y el Comercio (Paraguay)</td>
<td>Confederation of Norwegian Enterprise</td>
</tr>
<tr>
<td>Conseil National du Patronat Nigérien</td>
<td>Qatar Chamber of Commerce and Industry</td>
<td>Confederación Nacional de Instituciones Empresariales Privadas (Perú)</td>
<td>Employers of Poland</td>
</tr>
<tr>
<td>Nigeria Employers’ Consultative Association</td>
<td>Council of Saudi Chambers</td>
<td>St. Lucia Employers’ Federation</td>
<td>Business Confederation of Portugal</td>
</tr>
<tr>
<td>Private Sector Federation Rwanda</td>
<td>Singapore National Employers’ Federation</td>
<td>Saint Martin Hospitality and Trade Association</td>
<td>Employers Confederation</td>
</tr>
<tr>
<td>The Chamber of Commerce, Industry, Agriculture and Services of São Tomé and Príncipe</td>
<td>Employers’ Federation of Ceylon (Sri Lanka)</td>
<td>Suriname Trade and Industry Associations</td>
<td>Concordia (Romania)</td>
</tr>
<tr>
<td>Conseil National du Patronat du Sénégal</td>
<td>Chinese Taipei Federation of Industries</td>
<td>Employers’ Consultative Association of Trinidad &amp; Tobago</td>
<td>Russian Union of Industrialists and Entrepreneurs</td>
</tr>
<tr>
<td>Business Unity South Africa</td>
<td>Employers’ Confederation of Thailand</td>
<td>Cámara de Industrias del Uruguay</td>
<td>National Association of Industry of San Marino</td>
</tr>
<tr>
<td>Sudanese Businessmen &amp; Employers Federation</td>
<td>Federation of UAE Chambers of Commerce and Industry</td>
<td>Cámara Nacional de Comercio y Servicios de Uruguay</td>
<td>Serbian Association of Employers</td>
</tr>
<tr>
<td>Association of Tanzania Employers</td>
<td>Vietnam Chamber of Commerce and Industry</td>
<td>United States Council for International Business</td>
<td>Federation of Employers’ Associations of the Slovak Republic</td>
</tr>
<tr>
<td>Conseil National du Patronat du Togo</td>
<td></td>
<td>Federación de Cámaras y Asociaciones de Comercio y Producción de Venezuela</td>
<td>National Union of Employers (Slovakia)</td>
</tr>
<tr>
<td>Union Tunisienne de l’industrie, du commerce et de l’artisanat</td>
<td></td>
<td></td>
<td>Association of Employers of Slovenia</td>
</tr>
<tr>
<td>Federation of Uganda Employers</td>
<td></td>
<td></td>
<td>Confederación Española de Organizaciones Empresariales (Spain)</td>
</tr>
<tr>
<td>Zambia Federation of Employers</td>
<td></td>
<td></td>
<td>Confederation of Swedish Enterprise</td>
</tr>
<tr>
<td>Employers Confederation of Zimbabwe</td>
<td></td>
<td></td>
<td>Union Patronale Suisse (Switzerland)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Turkish Confederation of Employer Associations</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Federation of Employers of Ukraine</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Chamber of Commerce &amp; Industry of Uzbekistan</td>
</tr>
</tbody>
</table>