



## 2023 GENERAL COUNCIL

Date: Sunday, 11 June 2023

Location: ILO, Geneva

Time: 15:00 – 18:00 (CET)

Chair: IOE President, Ms Michele Parmelee

### AGENDA ITEM 3 (a)

#### IOE ACTIVITIES

##### a) 2022-2023 IOE Annual Report

For information	✓	General Council session on 11 June
For discussion		
For adoption/decision		
For follow-up		
Budgetary implications		

Article 5.5 (c) of the IOE Statutes stipulates that the General Council shall “*receive a report from the Management Board on activities during the preceding term*”.

Article 6.2 (g) of the IOE Statutes stipulates that the Management Board shall “*draw up an annual report on IOE activities for submission to the General Council*”.

The Management Board, after having considered a draft report at its March 2023 session, submits said Annual Report to the 2023 General Council.

- **The General Council is invited to receive the 2022-2023 Annual Report for information.**





# Annual Report 2022 - 2023



A powerful  
and balanced  
voice for business

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## President's foreword

I am pleased to present the 2022-2023 Annual Report of the International Organisation of Employers (IOE). Despite the global challenges posed by an uncertain economic environment, geopolitical headwinds, and the impact of the Covid-19 pandemic, IOE in 2022-2023 delivered on its project and strategy commitments and effectively advocated for regulations and policies that support the growth of the private sector, enhance the competitiveness of businesses, and create decent work opportunities for more of the world's people.

Throughout this reporting year, IOE continued to play an active and lead role in global policy debates, providing input on a range of emerging matters, including employment in the platform economy, transforming skills development systems and the education sector, moving the needle on the green economy and just transition, and enhancing private sector participation towards achieving the UN Sustainable Development Goals. Our advocacy efforts were instrumental in helping to ensure employers' views were integrated into developing these and other key international policy areas.

IOE provided support to Employers at the International Labour Organization (ILO), as well as engaged with other international organisations, including the UN Department of Economic and Social Affairs, the G20, the G7, the International Organization for Standardization and the World Trade Organization, among others. In addition, IOE led delegations from high-profile employer organisations to several major global forums, including the 5th UN Conference on the Least Developed Countries and the UN Climate Change Conference (COP 27).

This Annual Report highlights the important international role of IOE in business and human rights, especially during a time of regulatory and policy changes in Europe. Gender equality and diversity also led the organisation's agenda, with the



**...this year's Report highlights IOE's vital contributions to policy, shaping public dialogue, and changing narratives on the work of employers' organisations and the private sector.**

official launch of the IOE Secretariat of the B20 One Global Women Empowerment platform and the IOE-Deloitte-EU Mentorship programme.

Overall, this year's Report highlights IOE's vital contributions to policy, shaping public dialogue, and changing narratives on the work of employers' organisations and the private sector.

I want to conclude by thanking our members and partners for their continued support and collaboration in advancing the interests of employers worldwide. IOE remains committed to working with all stakeholders to create a more prosperous and inclusive future of work.

Michele Parmelee



## IOE policy publications and events influence global dialogues

IOE published several keynote policy reviews on issues of major importance to members. These included a policy review on employment regulations in the platform economy, an assessment of 26 Least Developed Countries' economic situation and the path forward for sustainable economic development, skills needed for jobs related to adapting or mitigating to climate change, and two influential newsletters on industrial relations and business and human rights.

# Highlights

## Supporting Employers at the ILO

IOE delivered successful outcomes and provided robust advocacy support to Employers during exchanges on the numerous issues on the ILO's agenda. Among the many achievements, IOE supported the efforts of the Employers to adopt the balanced Resolution to add a **safe and healthy working environment to the existing four Fundamental Principles and Rights at Work**. IOE also provided assistance to Employers on ILO discussions on platform economy, apprenticeships, the social and solidarity economy, and numerous other subjects.

## IOE global leadership on business and human rights

In 2022-2023 IOE continued to expand its leadership role in promoting business interests at the United Nations and other international forums on business and human rights. IOE led the business delegation to the 8<sup>th</sup> Session of the Open-ended Intergovernmental Working Group and robustly advocated for the inclusion of private sector views on the draft version of the Binding Treaty on Business and Human Rights. IOE also organised business and human rights digital events on topics ranging from living wage to due diligence and decent supply chains. Globally, it was another extraordinary year for IOE within the business and human rights area as it emerged as the reference business organisation.

## IOE outreach

IOE's outreach across its communications platforms increased for the third year. IOE's account on LinkedIn had an especially impressive performance, with a rise in followers from 750 in 2019 to 5300 followers at the start of 2023. Twitter performed well, with a growth from 2400 followers in 2019 to nearly 7000 followers on the English account. The IOE website statistics also continued to show a steady rise in the number of visitors to the site, with a 25 per cent increase over the previous year. IOE continued to distribute press releases to over 1000 journalists worldwide.



# IOE in numbers

## PUBLICATIONS

IOE Annual Report \* Report on the International Labour Conference \* Highlights from the ILO Governing Body \* Assessment of latest draft of UN Treaty on Business and Human Rights \* Final report on IOE Mentorship Programme \* Report on Ibero-American Presidents Meeting \* Climate change and human rights \* Human resources and good governance \* Mental health and well-being \* Just transition - Employers' best practices \* No just transition without skills \* COP 27 employers' priorities \* Education policies to increase employment and ensure sustainable development \* Social protection systems \* Digital entrepreneurship \* Decent work in the platform economy \* Least Developed Countries: 25-country review

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## NEWSLETTERS

Monthly IOE communications Newsletter \* Monthly Industrial Relations and Labour Law Newsletter \* Business and Human Rights bi-annual Newsletter

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## MAJOR EVENTS

Business Leaders' Summit \* Gala dinner \* High-level Political Forum 3 side-events \* Launch of Business and Human Rights Centre \* IOE Migration Challenge \* Human Rights Forum Networking reception \* Mentorship Programme Update \* IOE-Microsoft Tech@Work launch in 4 countries \* UN General Assembly side-event \* Private Sector Forum @ Fifth UN Least Developed Countries \* IOE Child Labour Initiative \* One Global Women Empowerment @ B20 \* ECOSOC Partnership Forum \* IOE-BDA-DPDHL International Conference on Responsible Business Conduct \* Young Professionals Academy \* IOE-USCIB-The Coca Cola Company Business and Human Rights Conference \* Digital event on platform economy \* COP 27 10 side-events.

# 25

# 45

MULTIMEDIA PRODUCTIONS

# 26

## PARTNERS

United Nations \* International Labour Organization \* World Trade Organization \* European Commission \* Deloitte \* Office of the High Commissioner for Human Rights \* German Foreign Ministry \* Deutsche Post/DHL \* The Coca-Cola Company \* Microsoft \* World Employment Confederation \* Texas A&M University \* Sussex University \* G20 \* G7

## REGIONAL IN-PERSON AND VIRTUAL MEETINGS

ILO Asia-Pacific Regional Meeting \* Europe and Central Asia Members' Meeting \* XIV Ibero-American Business Meeting and Presidents Meeting \* 7<sup>th</sup> African Social Partners Summit

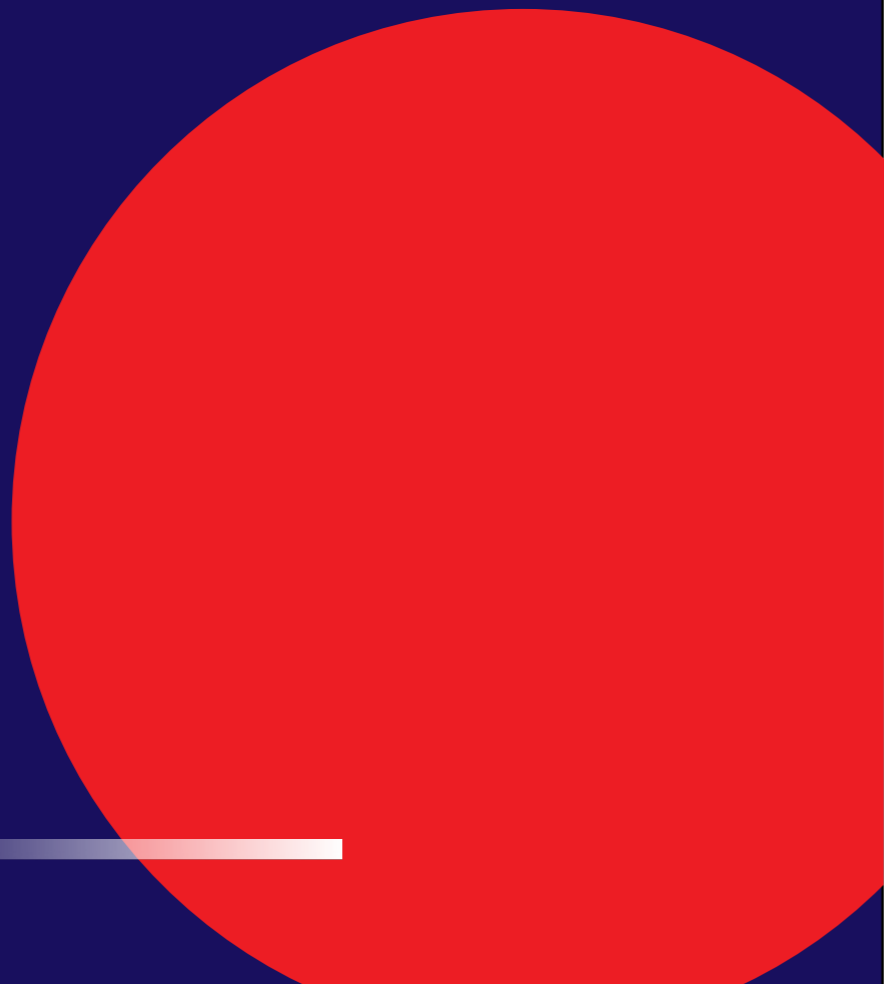
# 8

## NETWORKS AND POLICY WORKING GROUP MEETINGS

Global Industrial Relations Network \* Global Forum for Migration and Development \* Global Occupational Safety and Health Network \* Policy Working Groups: Employment \* Skills and Future of Work \* Gender Equality and Diversity \* Human Rights and Responsible Business Conduct \* Industrial Relations \* Labour Migration

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# I Advancing IOE's policy agenda internationally







The International Organisation of Employers (IOE) advocacy efforts and influence on global debates continued to expand throughout 2022-2023, with increased impact on international dialogues on issues of concern to its worldwide network. IOE ensured business views were integrated into debates on policy, regulatory and other environments that have repercussions for employer and business membership organisations (EBMOs), their affiliates and corporate members. IOE also pursued constructive relationships with the key players – policymakers, decision-makers, academia, experts, and other leaders - who play a decisive role in shaping the international employment and social environment businesses operate.

### International Labour Organization

*IOE delivered successful outcomes and provided robust advocacy support to*

*Employers during exchanges on the numerous issues on the ILO's agenda.*

### International Labour Conference

The 110<sup>th</sup> session of the International Labour Conference (ILC) was held in a hybrid format between 27 May and 11 June in Geneva, Switzerland. This was the first Conference since 2019 with delegates attending in person, although remote participation was also possible. This session achieved significant consensual decisions that reaffirmed the importance of tripartism and the ILO.

With the strong support of the Employers, the tripartite delegates made history by adopting a balanced Resolution to add a **safe and healthy working environment to the existing four Fundamental Principles and Rights at Work (FPRW)**. The 1998 ILO Declaration on Fundamental

Principles and Rights at Work commits all ILO Member States to respect and promote these principles and rights, whether or not they have ratified the relevant Conventions. Employers' views and suggestions were well integrated into the content of the new Resolution.

Employers also achieved positive outcomes in the different ILC Committee discussions. Among them was the expansion of the scope of the standard-setting discussion on apprenticeships to include the promotion of a learning culture, recognition that the social and solidarity economy is not a "third sector" or an alternative or in isolation from the private and public sectors, and advocating for the ILO to increase support to Constituents with the implementation of their employment policies during the strategic objective dialogue on employment.

### ILO Governing Body

**IOE supported the Employers' Group, under the strong leadership of IOE Vice-President to the ILO, Ms Renate Hornung-Draus**, in advancing the employers' and business agenda during the Governing Body (GB), in particular around employment standards, conditions in supply chains and the platform economy. On this last topic,



the Employers, supported by a number of Government GB members, raised concerns about several concepts and key aspects related to the **platform economy**, including the definition of "worker" and the "principle of presumption of employment", among others. While the Workers, most Governments and the Office strongly advocated during the discussion for an ILO regulatory approach on the platform economy as quickly as possible, Employers succeeded in getting a decision that avoided a reference to solely a regulatory approach. Instead, the decision requested the Office to produce an ILO normative gap analysis before any further decision is taken.

On a historic note, the former IOE Vice-President to the ILO, Mthunzi Mdwaba, presented his candidacy to become ILO Director-General. This was the first time that an Employer representative applied for the post. While his candidacy did not succeed, his groundbreaking efforts opened the way for other Employers to assume leadership roles within the ILO.

Gilbert Hougbo, from Togo, took Office on 1 October. ILO's future and modernisation efforts will depend to a large extent on his leadership, expertise, and the trust he will be able to build with and among tripartite



constituents. The Employers' Group expressed on several occasions that there are high expectations that Mr Hougbo, with his extensive experience and high level of professionalism, will rebuild confidence in the ILO and tackle the longstanding challenges of the organisation in a balanced and impartial manner. Among the many important challenges are the need for more transparency and tripartite governance; building ambitious skills and productivity strategies; a more balanced approach to the organisation, including in recruitment policies; and the strengthening of the body of international labour standards and the supervisory system taking into account the needs of sustainable enterprises.

**Sectoral activity**

The IOE Secretariat successfully coordinated and supported the Employers in numerous ILO technical sectoral meetings. In each session, the IOE Secretariat provided substantive support to the Employers' Group to negotiate the inclusion of business views in outcome documents. Topics covered included the protection of whistleblowers in the public sector; green, sustainable and inclusive economic recovery for the civil aviation sector; the future of work in the arts and entertainment sector; and the future of work in the oil and gas industry.

**Human Rights and Responsible Business Conduct**

*In 2022-2023, IOE pursued its groundbreaking efforts and fully assumed its international leadership role in the business and human rights (BHR) policy arena.*

From organising business caucuses, side sessions, crucial networking opportunities



and major annual gatherings, IOE was able to mobilise the business community and bring the voice of our global network to the most influential international events.

Among the highlights over this past year were IOE's major role as a partner organisation in the UN-led events - VII Regional Forum on BHR in Latin America and the Caribbean (13-15 July 2022 in Bogota, Colombia) and the African BHR Forum (11-13 October 2022 in Accra, Ghana). In addition, the IOE Secretariat hosted several sessions of the Policy Working Group on Human Rights and Responsible Business Conduct. These exchanges gave participants detailed and privileged information on global and local developments on issues ranging from the binding treaty negotiations to national legislative and regulatory matters affecting business operations.



IOE-led innovations in the business and human rights area included organising a successful High-level Multistakeholder Peer Learning Meeting on Business and Human Rights in collaboration with the Human Rights Council Presidency. The inception of a Centre on Human Rights and Responsible Business Conduct was another innovation. The Centre aims to provide companies across the globe with guidance and support on business and human rights and the broader responsible business conduct agenda and to further the United Nations Guiding Principles on Business and Human Rights "Protect, Respect and Remedy Framework". The new UN High Commissioner for Human Rights, Volker Türk and the ILO Director-General Gilbert Hougbo took part in an event to raise awareness of the potential of the proposed Centre.

Two high-level annual international human rights and business events were co-organised by IOE. These events are unique opportunities for business leaders and human rights experts to engage in candid discussions on the importance of corporate responsibility to respect human rights and the challenges businesses face in demonstrating respect for human rights in their operations. In October 2022, IOE, the Coca-Cola Company, the US Chamber of



Commerce, and the United States Council for International Business (USCIB) co-organised the Annual Business and Human Rights Conference. The 2022 edition looked at the Future of Responsible Business Conduct - How expectations on business are changing in a world of increasing human rights regulations and geo-political challenges.

IOE, together with the Confederation of German Employers' Associations (BDA) and Deutsche Post DHL Group (DPDHL), organised a high-level international conference in April 2023 on "Responsible Business Conduct – The Next Chapter". Participants included company practitioners, business federation representatives and investors. Topics included an update on current legislative due diligence initiatives, an analysis of emerging environmental, social and governance (ESG) regulations, a review of what access to a clean, healthy and sustainable environment as a human right means for business and a deep dive into digital transformation and human rights.

IOE hosted a crucial annual networking event during the UN Forum on Business and Human Rights. The event occurred in person following the two-year hiatus due to the Covid-19 pandemic. Over 100 business and human rights professionals took part to share views and ideas on how to advance together the BHR agenda.

IOE continued researching, writing, and publishing a quarterly newsletter on the latest business and human rights developments. The Newsletter's audience grew throughout the year and provided informative articles on the main developments in the area.

## UN Binding Treaty on Business and Human Rights

IOE continued to assume a lead role in monitoring negotiations and promoting business views within the Binding Treaty on Business and Human Rights drafting process. During the 8<sup>th</sup> session of the Open-ended Intergovernmental Working Group in October 2022, IOE expressed serious concerns about the draft proposed Treaty. In IOE's view, the text proposals distanced the draft treaty further away from the approach of the UN Guiding Principles on Business and Human Rights, making it less implementable and potentially jeopardising any possible consensus building. To support Member and Partner companies' outreach to governments, IOE updated the joint IOE-BIAC-BE Position Paper and organised briefings with UN missions based in Geneva to convey the business community's key messages.

## Child labour

IOE led an Employer delegation to the 5<sup>th</sup> Global Conference on the Elimination of Child Labour in Durban, South Africa, organising key speaking roles for Members. Employers' collectively echoed the message that child labour does not occur in a vacuum.



They successfully advocated to include in the Durban Call to Action the recognition that eradicating it requires comprehensively addressing the root causes. Following the Conference, IOE and its global network expressed their commitment to work with governments and all relevant stakeholders to build stronger social protection systems through implementing the Durban Call to Action at the national, regional and international levels.

## International Standardization Organization

IOE closely tracked developments related to International Standards Organization (ISO) human resource management standards to ensure they remained technical and did not overlap with employers' interests and the scope of the ILO. This collective effort by the IOE Secretariat and its global network helped maintain the clear distinction between ISO and the more broad and comprehensive ILO international labour standards. IOE and ISO are discussing drafting a Memorandum of Understanding where both organisations agree to consult one another on any future ISO proposals on industrial and human rights issues ahead of any official submission. Specifically, on human rights, IOE is closely monitoring new proposals from ISO regarding Environmental, Social and Governance (ESG) and SDG matters.

## Climate change and just transitions

IOE organised a robust engagement at COP27. In partnership with the Federation of Egyptian Industries (FEI), IOE hosted the Business Pavilion of Egypt, offering space for informal consultations with members and partners, promoting the activities



and priorities of employers, establishing new relationships and collaboration opportunities as well as hosting many side events focused on Egyptian and global employers and their ambitious and impressive actions and progress on climate action. IOE was also in the ILO Just Transition Pavilion, working closely with ILO colleagues to host events, participate in others, and drive the just transition agenda forward.

IOE hosted ten events, including a first-ever official United Nations Framework Convention on Climate Change side-



event, in partnership with Business Unity South Africa, the General Confederation of Moroccan Enterprises, and the Mohammed VI Foundation for the Protection of the Environment. Furthermore, Member and IOE representatives participated in over ten additional events, ranging from high-level Presidency events with Ministers to UN-led events with many participating agencies and private-sector-focused discussions. This engagement and the effort to plan and prepare was an important investment and established IOE as an international policy reference on employment, climate change and just transition.

**IOE also launched a major initiative, the Employers' Alliance for Green Skills**, during COP27, with several African members joining forces to work with their governments and employers globally on advancing the skills agenda through anticipation, planning, mapping, national skills councils and dedicated policy, education and training frameworks. The Alliance was kicked off

at COP27 with the signing of a Letter of Intent between IOE, FEI and the Ministry of Planning and Economic Development.

IOE also informed policy debates around just transition by releasing a guidance document, “Skills for climate change policies”. This paper takes a deep dive into the climate-related skills agenda and offers insights into how governments and employers can strengthen readiness for job-related transformations already impacting many industries and sectors.

### Sustainable development

IOE systematically called for greater inclusivity of the private sector in actions to achieve the Sustainable Development Goals (SDGs). Employers made clear in numerous contributions that the private sector’s potential to accelerate efforts to reach the Goals is far from being fully realised. To redress this situation, IOE advocated for stronger and more formal cooperation between the private and public sectors to accelerate action. **The organisation’s leadership also reminded the international community at all UN-related events that support small and medium enterprises and, more broadly, a conducive environment for sustainable business is essential for meeting SDG targets.**



**In 2022 – 2023, IOE participated in a record number of UN-organised events.** During the High-Level Political Forum (HLPF) on 5-15 July, coordinating the Business and Industry Major Group, IOE hosted several events and facilitated the participation of staff and IOE members in five preparatory Expert Group Meetings to specifically discuss SDGs 4, 5, 14 and 15.



Ahead of the UN General Assembly (UNGA) and the UN-sponsored Transforming Education Summit in September 2022, IOE and Microsoft met with high-level representatives from Senegal, Colombia, Germany, Poland, Senegal, Singapore, Spain and Uganda, as well as senior leaders from UNESCO and Deloitte. Together they identified joint private-public actions to address the global skills crisis and close the gap in employment through digital learning and training.



During the UNGA session in September 2022, IOE took part in six high-level events, most notably on skills and partnerships. IOE also led a number of sessions –in collaboration with various partners - highlighting the important role business played in responding to the pandemic and building on that private sector capacity and how it can contribute to the global momentum to achieve the SDGs:

**IOE also contributed to the strategic direction and work of the UN Global Compact.** The IOE Secretary-General played an active role in determining concrete actions to enhance UN and private sector relations during meetings of the Global Compact governance. IOE Secretary-General was also a featured speaker at the Global Compact Leaders’ Summit.

IOE partnered with USCIB to host a highly successful side event during the 2023 ECOSOC Partnership Forum on accelerating SDG implementation through private-sector partnerships. The event brought together international partners to discuss concrete steps to enhance financing and accelerate SDG action.

IOE led a high-level delegation of 20 Presidents of IOE Member organisations to the 5<sup>th</sup> UN Conference on Least Developed Countries. This major delegation ensured the business community’s concerns and recommendations to accelerate growth and productivity were integrated into all outcome documents. During the Conference, IOE launched a major study outlining the economic situation and paths to achieve sustainable economic development.

IOE also organised several dialogues between UN Resident Coordinators and

employer organisations to promote collaboration and knowledge-sharing between the two entities. These confidence-building sessions were considered highly valuable by all participants.

### G7, G20 and B20

**IOE focused on bringing business insights to the high-level G7, G20 and B20 groups.** The world’s most powerful economies are members of these multilateral networks. IOE’s high-level participation in these groups offers the organisation privileged access to labour and employment ministers and global business leaders.

IOE delivered a keynote intervention at the G20 Labour Ministerial in September 2022 and published a joint statement with the International Trade Union Confederation (ITUC), Business 20 and Labour 20 calling on the G20 to focus on designing, driving and delivering policies that focus on economic growth with social justice, productive and decent work, and a just transition.

IOE continued its work as a proud networking partner of the Indonesia B20 and the India B20. IOE President Michele Parmelee, together with IOE Vice-President Renate Hornung-Draus and representatives





from IOE member federations Daniel Funes de Rioja (UIA), Cas Coovadia (South Africa) and Zhu Hongren (CEC) served as co-chairs of the B20 Future of Work and Education Task Force in Indonesia. IOE Honorary President Erol Kiresepi was a member of the Business Advocacy Council.

During the B20 Indonesia, IOE and Deloitte launched the annual monitoring report assessing the implementation of G20 recommendations on a topic of concern to employers. The 2022 edition reviewed progress on G20 nations' commitments to women empowerment. The analysis showed that while some progress has taken place globally, G20 countries lag significantly in meeting them. The report looked at four main G20 commitments: a) increasing women's labour force participation rate; b) improving the quality of women's earnings; c) increasing women's labour market security; and d) achieving better working conditions.

Following the high-profile launch of the B20 Indonesia initiative, One Global Women Empowerment, IOE assumed leadership and became the Secretariat for the legacy project. At the start of 2023, IOE organised a kick-off event with representatives from numerous national and multinational companies, including Hewlett-Packard, Unilever, and Microsoft.

IOE is a long-serving key partner of the B7 employment track. During the G7 Germany, IOE issued a Joint Statement with the Labour 7, ITUC, Business at OECD, and the Trade Union Advisory Committee at OECD, calling on G7 labour ministers to pursue policies based on job-rich economic growth conducive to inclusion, resilience, and sustainability. The IOE Secretary-General addressed the G7 Ministers in a major speech reiterating the calls for action outlined in the Joint Statement.



## Entrepreneurship

Promoting awareness of the challenges and opportunities that small and medium-sized business owners face remains one of IOE's top priorities. As an international institution, IOE believes that giving voice to small business owners worldwide can increase understanding of and support for these "heroes" at the international level.

**IOE continued to promote its Business Heroes campaign. The organisation continued to produce video portraits of these hidden heroes. In 2022-2023, India, Honduras, Pakistan, Tanzania, and Uruguay participated in the campaign.** Videos were shown during major events, including COP27. IOE is also collaborating with International Telecommunications Union on jointly producing business hero video clips on issues of common concern.

## II Strengthening and supporting member organisations in representing business interests and priorities



Employers also systematically highlighted that the needs of sustainable enterprises need to be more visible in ILO standards.

**International labour standards**

**IOE continued to strengthen its fundamental obligations to support Employers in preparing for tripartite evaluations of the application of international labour standards.** The impact of these submissions could be felt on the ground in the countries concerned.

IOE also supported Employers to the Committee on the Application of Standards (CAS), the core tripartite supervisory body of the ILO’s standards system, on 22 individual country cases in 2022. Important Employer cases included New Zealand Convention 98 on Collective Bargaining, Nicaragua Convention 87 on Freedom of Association, El Salvador on Convention 144 on Tripartite Consultation, and Netherlands-Sint Maarten on Convention 87, Freedom of Association.

Employers also systematically highlighted that the needs of sustainable enterprises need to be more visible in ILO standards supervision to contribute towards more balance and acceptance in the application of ILO standards.

During this reporting period, with IOE support, Employers filed a submission to

the Committee of Experts on the Application of Conventions and Recommendations (CEACR) related to Convention 98. Employers highlighted their concerns around the questions of who has a right of collective bargaining, the level of collective bargaining, whether there is a hierarchy of norms in which collective agreements cannot depart from applicable legislation, and whether individual labour contracts cannot depart from the applicable collective agreement; and whether there is a legal obligation to negotiate for employers. The Employers requested the Experts and the Office that supports the work of the Experts to fully respect the wording of Art 4 of Convention 98 and the flexibility afforded by this provision to let governments and social partners in member States find ways of implementation that are in line with their circumstances and needs.

Furthermore, Employers, with assistance from IOE, once again called for more strict legal assessments of compliance with ratified Conventions. In particular, the supervision by the Committee of Experts of the “right to strike” in the context of Convention 87. The Employers noted that, apart from the Employers, the entire Government Group of the GB expressed in its March 2015 statement the view that the conditions and practices of the right to strike are to be defined at the national level and that the legislative history of Convention No. 87 is indisputably clear in that “the proposed convention relates only to freedom of association and not to the right to strike”. A right to strike is not provided for in ILO Convention 87 – nor did the tripartite constituents intend there to be one at the time of the instrument’s creation and adoption.

## ILO Instruments

Hours of Work (Industry) Convention	No. 1
1919	<a href="#">Read More</a>
Unemployment Convention	No. 2
1919	<a href="#">Read More</a>
Weekly Rest (Industry) Convention	No. 14
1921	<a href="#">Read More</a>
Equality of Treatment (Accident Compensation) Convention	No. 19

Search

**Conventions**

- Technical Convention (41)
- Governance (Priority) Convention (4)
- Fundamental convention (8)
- Uncategorized (2)

**Year**

- 1919 (2)
- 1921 (1)
- 1925 (1)

In another submission, IOE provided written inputs to the **CEACR for the elaboration of the CEACR General Survey 2023 on gender equality and non-discrimination, family responsibilities, and maternity protection** regarding different ILO standards.

In addition, IOE prepared a guidance document for Employers on Occupational Safety and Health becoming a Fundamental Principle and Right at Work, which included an analysis of the potential international labour standards that could be elevated to the category of Fundamental Conventions – Conventions Nos. 187, 161 and 155.

To support Members’ preparations for discussions and formal interventions, IOE created a comprehensive **database of Employers’ positions on the ILO Convention and Recommendations** dating back to Convention 1. This easy-to-use reference tool will be regularly updated, offering Members an exceptional knowledge-sharing tool.

Following the breakout of hostilities in Ukraine, IOE issued a statement on the aggression. The organisation strongly condemned the unilateral use of armed force, wherever it occurs, which disrupts world peace, the global multilateral order, and territorial integrity, values on which the United Nations was built. It urged the Russian Federation to immediately and unconditionally respect the territorial integrity, borders, and sovereignty of Ukraine. These are the same values that the world business community, through IOE, respects, and works tirelessly to uphold. In addition, IOE issued a joint press release with the International Trade Union Confederation, which called on their members and the international donor community to support the United Nations High Commissioner for Refugees emergency appeal to assist civilians fleeing the armed conflict in Ukraine. Geopolitical concerns were also at the centre of GB discussions in March, June and November. With a clear majority from Employers, Workers and

Governments, the GB made repeated calls for the Russian Federation to immediately and unconditionally cease its aggression against Ukraine.

### Regional meetings

IOE organised in September 2022 the annual meeting of Members from Europe and Central Asia in Budapest, Hungary. This was the first in-person session since the onset of the Covid-19 pandemic. The meeting was co-hosted by the two national employer confederations, the Confederation of Hungarian Employers and industrialists and the National Association of Entrepreneurs and Employers.

Over 20 participants discussed labour policy challenges in the region. The Director-General-elect of the ILO, Gilbert Houngbo, also attended and shared his vision and perspectives for the organisation's future. Participants discussed several issues with the Director-General, including the need to better address productivity and the skills agenda, recruiting more profiles from different professional backgrounds, strengthening transparency and tripartite governance, promoting the values of the ILO, the role of social partners in the context of



UN reform, and modernising the standards supervision system.

IOE provided essential support to Employers attending the ILO's Asia-Pacific Conference in December 2022. Ahead of the Conference, IOE took part in a one-day workshop organised by the ILO and made keynote remarks on strengthening joint IOE and member communications.

IOE led a Business Delegation of 20 Presidents from member federations to the UN Least Developed Countries Conference in Doha, Qatar. The 20-strong delegation issued a Doha Private Sector Strategy, addressing Heads of State and the UN leadership and calling on them to ensure the private sector's perspective on moving from potential to prosperity in LDCs is understood and fully



incorporated into international and national development policies. The IOE Business Delegation took part in numerous high-level events bringing the business perspective of LDCs and shaping the outcomes from this Conference held every 10 years.

In March 2023, IOE co-organised the Ibero-American Presidents Conference. Held in the Dominican Republic, the Conference assessed the global and regional economic situation. It also issued a Conference Statement.

IOE, throughout the year, organised virtual gatherings of regional groups to ensure all members were informed on the latest developments at the ILO and other international fora.

### Industrial relations

The joint IOE-World Employment Confederation (WEC) monthly **e-Newsletter**



continued to be a key highlight of IOE's work on industrial relations. **The Newsletter continued to gain audience numbers and influence with key actors in the field.** Notably, a Spanish version of the Newsletter was launched in 2022.

**The Newsletter kept IOE members up to date with industrial relations and labour law at the global, sectoral and local levels and expanded their knowledge base for informed advocacy.** Topics covered in 2022-2023 include updates on legal decisions related to platform workers and expert insights into labour laws and regulations that could serve as references for other national situations. IOE also jointly published with WEC a landmark report entitled "Diverse forms of work in the platform economy". The report provides detailed insights and information on how platform work has become an enduring feature of labour markets and a valuable source of income for those left out of traditional forms of employment. It





aims to place the policy debate on platform work within the context of current economic and social trends relating to flexibility and security. IOE and WEC co-organised a Members-only briefing session on the topic.

In early 2023, IOE released a policy review on “Sustainable social protection systems” as international debates around this topic moved to the forefront of many UN agency agendas. The publication calls attention to how the economic disruption from the Covid-19 pandemic and resulting record-high government debt has transformed the recurring problems of funding national protection systems into a growing global economic crisis. It also offers IOE members the guidance and insights needed to advocate with governments for sustainable social protection floors that promote economic growth and job creation.

### Employment, skills and future of work

IOE’s policy work consistently advocated for including business in discussions around the future of education. The IOE global network has firsthand knowledge of what skills business requires in the current and future labour markets. The organisation promoted bringing this business knowledge to international forums on building the next generation of educational systems. IOE also published a policy paper on how businesses can influence the next generation of educational programmes.

IOE also raised awareness of the benefits of digital skills for young entrepreneurs. In a widely discussed policy document, IOE, in collaboration with the University of Sussex, conducted an extensive survey of young entrepreneurs in the second-hand clothes sector in the United Kingdom and Nigeria. The survey results show how using digital platforms expanded these businesses substantially.

Other policy work includes a joint publication with BIAC on employment-friendly tax policies and a gap analysis on normative frameworks for the platform economy.

### Gender equality and diversity

Gender equality and diversity remained a key priority area for IOE, with two new initiatives moving the organisation’s policy work to the next level of action.

IOE led, in collaboration with Deloitte and the European Union, a **mentorship programme for female professionals in member employer organisations**. The 2022 Mentorship Programme supported women in professional development across IOE’s global network. The programme is part of IOE’s effort to help increase the number of women in senior management positions worldwide. A second phase of the project is currently underway, with over 20 participants.

Following the B20 Indonesia, IOE assumed leadership on one of the legacy initiatives, **One Global Women Empowerment (OGWE)**. This B20 initiative promotes inclusive, resilient and sustainable global economic growth by empowering women and ensuring continuity in the gender equality advocacy work between B20 presidencies through peer learning and collective action.

International Women’s Day on 8 March 2023 brought together the collective power of the 20 C-suite women professionals comprising the founding group of OGWE. They published a joint statement calling for strengthening global efforts to advance women’s participation in business. The signatories also commit to doing more to move the needle on women’s empowerment in the workplace.

### Child labour

IOE also continued to provide a forum for employer organisation leaders among **the Alliance 8.7** pathfinder countries to discuss their challenges in eliminating child labour issues. Pathfinder countries commit to going further and faster to achieve the objectives of Target 8.7 of the SDGs.

IOE members from the pathfinder countries shared their experiences, reflections and

questions with other countries in an informal exchange of information to build a strong support network to eliminate child labour.

### Tech@Work

IOE and Microsoft kicked off the Tech@Work training in 2022 and 2023. The first training began in 2022 in Senegal. Some 5000 young people are taking part. Uganda, the Democratic Republic of Congo and Lesotho are set to take place throughout 2023.



# III Supporting enterprises to operate successfully in a global environment

## Corporate Partners Network

**IOE created the Corporate Partners Network in 2013 to provide multinational companies unique access to IOE policy work and events and opportunities to influence social and employment discussions at the UN and other international organisations and cooperate with our global membership network.**

The network provides partners a safe space to share experiences, knowledge and best practices and receive bespoke advice and services when needed. Our partners also contribute extensive expertise, experience and insights to IOE's Policy Working Groups. Corporate partners often participate in the International Labour Conference as part of their national Employer delegation organised by the IOE member in the country concerned.

Corporate Partners receive IOE communications and invitations to discussions, meetings and events throughout the year. They participate alongside members in providing the business perspective to IOE positions and advocacy in major international forums. IOE would like to thank our Corporate Partners for their ongoing contributions to enriching the work of IOE: Adecco Group, The Coca-Cola Company, Deutsche Post DHL, Empresas Polar, Eversheds-Sutherland, Fasken Martineau, Fragomen Worldwide, International SOS, JTI International, Littler Mendelson, MacDonalds, Nestlé, Philip Morris International, Randstad Holding, Repsol, Royal Dutch Shell, Samsung, SHRM, Uber, The Walt Disney Company, Walmart and Worldwide ERC.

## Business Advisory Group on Migration

IOE continued to provide strong support to the Business Advisory Group on Migration. The Advisory Group focuses on facilitating engagement between the private sector and governments on business needs around national, regional, and global migration policy.

During 2022-2023, IOE provided keynote contributions to the International Migration Review Forum at the UN in New York. This high-level Forum was the first international review of the implementation of the Global Compact for Migration four years after its adoption. In this reporting period, IOE partnered with Oracle on a Hackathon - a start-up competition on skills recognition and migration. The network of employers' organisation migration focal points in Asia, Africa and Latin America expanded. Several webinars and workshops were held between focal points to share experiences, knowledge, and build consensus around policy positions.

## Global Industrial Relations Network and Global Occupational Safety & Health Networks

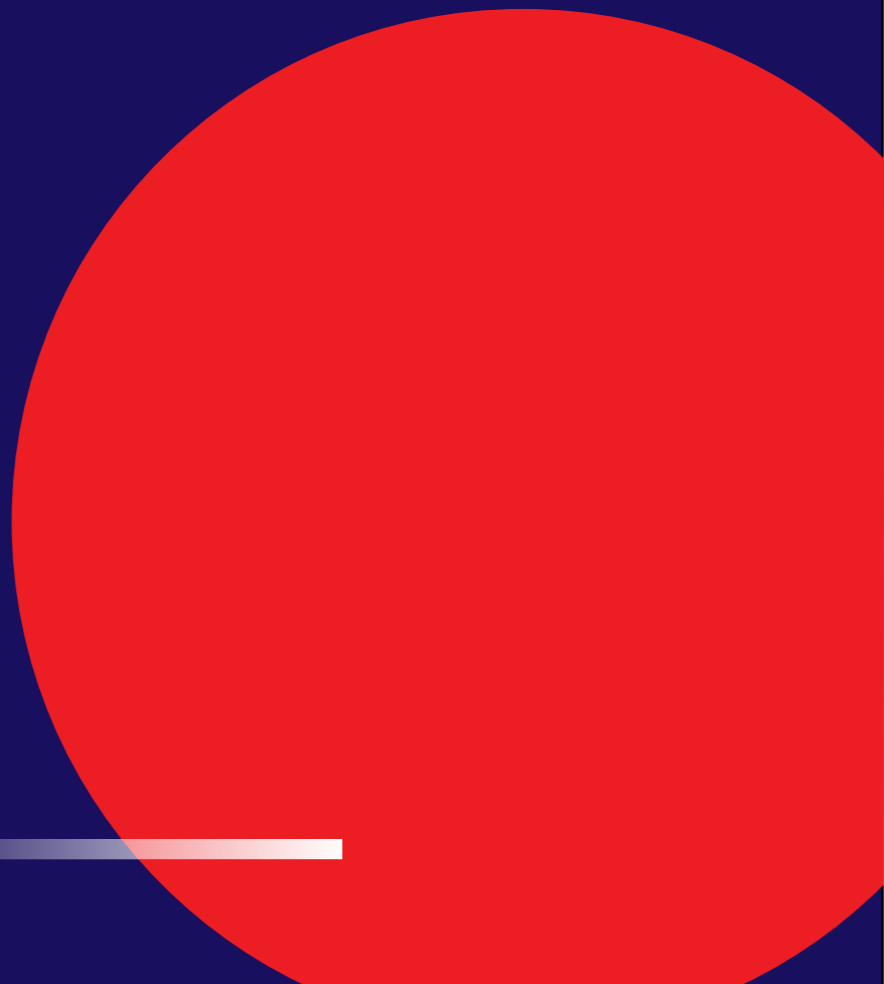
IOE's Global Industrial Relations Network (GIRN) and the Global Occupational Safety and Health Network (GOSH) returned to in-person events in 2022. The GIRN session took place in Norway at the end of 2022. The over 40 corporate and IOE member participants discussed in a safe and confidential space topics ranging from living wages, minimum wage, wage pressure and inflation, supply chain disruptions and an overview of trade

union relations in Norway. The GOSH network met in person in September in Munich and at the Hague in May 2023. IOE also organised a digital conference between network members in Feb 2023. The network discussions covered navigating mental health challenges in the workplace, trends affecting the future of OSH, new ways of working with best practices from around the world and a future direction to pursue to strengthen the GOSH Network.



**The network provides partners a safe space to share experiences, knowledge and best practices and receive bespoke advice and services when needed. Our partners also contribute extensive expertise, experience and insights to IOE's Policy Working Groups.**

# IV Our governance





### General Council

The General Council is IOE’s primary governance body. Meeting once a year and chaired by the President, the Council brings members together to take decisions recommended by the Management Board and exchange views. It formally adopts IOE policy positions, the budget and accounts, the annual work plan, and the affiliation of new members and elects the board officers by the Statutes.

The 2022 General Council resumed an in-person session with a record number of members joining on 29 May 2022. For Members who could not attend in Geneva, IOE organised a virtual broadcast of the proceedings. The Council concluded with a high-level discussion on the future of employers’ organisations as recovery from the Covid-19 pandemic gets underway.



### Management Board

The Management Board includes elected and co-opted officers drawn from IOE’s membership, ensuring a geographical balance that reflects the global nature of the organisation. Sessions of the Board generally occur three times a year, in March, May/June and October/November.

Management Board’s responsibilities include ensuring that IOE’s objectives and the General Council’s decisions are implemented and that the organisation functions in line with its Statutes. Due to the ongoing disruption from the global Covid-19 crisis, the Management Board met two times in a hybrid format over the reporting period to ensure business operations, assess developments in the IOE Secretariat, and analyse the repercussions of the multiple global crises on members and partners and the world of work.

New Management Board members began their three-year mandate starting June 2021.

### Members of the IOE Management Board in May 2023

**Ms Michele Parmelee**  
President (USA)

**Ms Renate Hornung-Draus**  
IOE Vice-President to the ILO

**Mr Hiroyuki Matsui**  
Regional Vice-President (Asia)

**Ms Jacqueline Mugo**  
Regional Vice-President (Africa)

**Mr Alexandre Furlan**  
Regional Vice-President (Latin America)

**Mr Thomas Mackall**  
Regional Vice-President (North America)

**Mr Blaise Matthey**  
Treasurer, Regional Vice-President (Europe & CA)

**Mr Rajeev Dubey**  
Member (India)

**Ms Liu Hansong (Penny)**  
Member, representative CEC (China)

**Mr Khalifa Khamis Mattar**  
Member (United Arab Emirates)

**Mr Fernando Yllanes Martínez**  
Member (Mexico)

**Ms Marina V. Moskvina**  
Member (Russian Federation)

**Ms Stefania Rossi**  
Member (Italy)

**Mr Jože Smole**  
Member (Slovenia)

**Mr Cas Coovadia**  
Member (South Africa)

**Mr Hicham Zouanat**  
Member (Morocco)

**Mr Henrik Munthe**  
Member (Norway)

**Ms Anne Vauchez**  
Member (France)

**Mr Mark Birrell**  
Co-opted Member (Australia)

**Mr Alberto Echavarría**  
Co-opted Member (Colombia)

**Mr José Alberto Gonzalez-Ruiz**  
Co-opted Member (Spain)

**Mr Daniel Funes de Rioja**  
Honorary President/Member (Argentina)

**Mr Erol Kiresepi**  
Honorary President (Turkey)

### Members of the Finance Committee were confirmed in June 2021

**Mr Blaise Matthey**  
IOE Treasurer, Chair

**Ms Michele Parmelee,**  
IOE President

**Mr Alexandre Furlan**  
IOE Regional Vice-President for Latin America

**Ms Jacqueline Mugo**  
IOE Regional Vice-President for Africa

**Mr Thomas Mackall**  
IOE Regional Vice-President for North America

**Mr Rajeev Dubey**  
IOE Member for Asia

### Policy Working Groups

IOE’s Policy Working Groups evolved throughout the year to integrate new issues and update existing ones to cover a broader scope of activities.

The Management Board appointed the following Policy Working Group Chairs for the 2021-2024 term:

### Policy Working Groups Chairs for the 2021-2024 term

**Human Rights and Responsible Business Conduct**  
Open, USCIB (United States)

**Industrial Relations**  
Ms Renate Hornung-Draus, BDA (Germany)

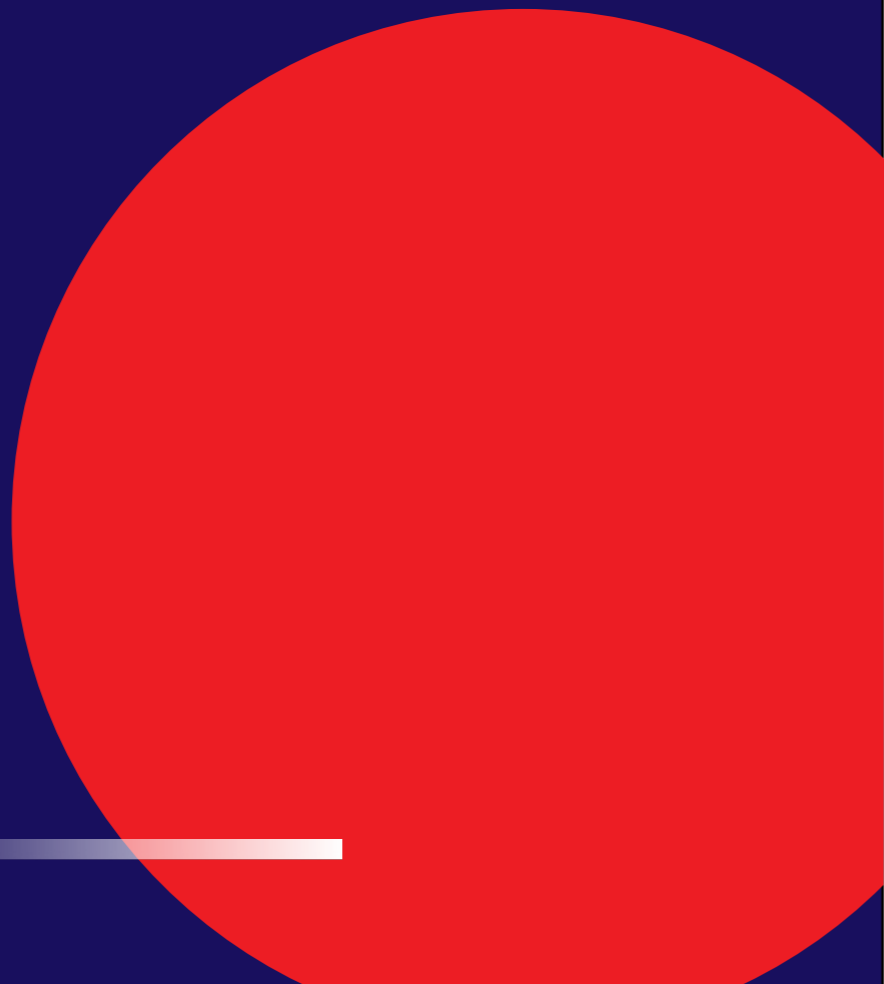
**Sustainable Development**  
Ms Elena Feoktistova, RSPP (Russia)

**International Labour Migration**  
Ms Lindiwe Sephomolo, ALEB (Lesotho)

**Employment, Skills and Future of Work**  
Mr Scott Barklamb, ACCI (Australia)

**Gender Equality and Diversity**  
Ms Anne Vauchez, MEDEF (France)

# V Our membership



## Africa 37

Confédération Générale des Entreprises Algériennes

Chamber of Commerce & Industry of Angola

Conseil National du Patronat du Bénin

Business Botswana

Conseil national du Patronat Burkinabé (Burkina Faso)

Groupement Inter-Patronal du Cameroun

Conseil National du Patronat Tchadien (Chad)

Union Patronale et Interprofessionnelle du Congo

Confédération générale des entreprises de Côte d'Ivoire

Fédération des Entreprises du Congo (DRC)

Confédération Nationale des Employeurs de Djibouti

Federation of Egyptian Industries

La Patronal (Equatorial Guinea)

Federation of eSwatini Employers and Chamber of Commerce

Confederation of Ethiopian Employers' Federation

The Gambia Chamber of Commerce and Industry

Ghana Employers' Association

Confédération Générale des Entreprises de Guinée

Federation of Kenya Employers

Association of Lesotho Employers and Business

Groupement des Entreprises de Madagascar

## Asia 34

Australian Chamber of Commerce & Industry

Bahrain Chamber of Commerce & Industry

Bangladesh Employers' Federation

Cambodian Federation of Employers & Business Associations

China Enterprise Confederation/China Enterprise Directors Association

Fiji Commerce & Employers' Federation

All India Organisation of Employers

Employers' Federation of India

Standing Conference of Public Enterprises (India)

The Employers' Association of Indonesia

Iranian Confederation of Employers' Associations

Iraqi Federation of Industries

Japan Business Federation (Keidanren)

Jordan Chamber of Industry

Korea Enterprises Federation

Kuwait Chamber of Commerce & Industry

Association of Lebanese Industrialists

Malaysian Employers Federation

Union of Myanmar Federations of Chambers of Commerce and Industry

## Americas 33

Antigua & Barbuda Employers' Federation

Unión Industrial Argentina

Aruba Trade and Industry Association

Bahamas Chamber of Commerce and Employers' Confederation

Barbados Employers' Confederation

Confederación de Empresarios Privados de Bolivia

National Confederation of Industry (CNI Brazil)

National Confederation of Transport (CNT Brazil)

Federally Regulated Employers – Transportation and Communications (FETCO - Canada)

Confederación de la Producción y del Comercio (Chile)

Asociación Nacional de Empresarios de Colombia

Unión Costarricense de Cámaras y Asociaciones del Sector Empresarial Privado (Costa Rica)

Confederación Patronal de la República Dominicana

Federación Nacional de Cámaras de Industrias y Producción del Ecuador

Asociación Nacional de la Empresa Privada (El Salvador)

Comité Coordinador de Asociaciones Agrícolas, Comerciales, Industriales y Financieras (Guatemala)

Association des Industries d'Haïti

Consejo Hondureño de la Empresa Privada (Honduras)

Jamaica Employers' Federation

## Europe and Central Asia 46

Business Confederation of Andorra

Federation of Austrian Industry

National Confederation of Entrepreneurs (Employers') Organizations of Azerbaijan

Fédération des Entreprises de Belgique

Association of the Organisations of Bulgarian Employers

Croatian Employers' Association

Cyprus Employers and Industrialists Federation

Confederation of Danish Employers

Estonian Employers' Confederation

Confederation of Finnish Industries

Mouvement des Entreprises de France

Georgian Employers' Association

Confederation of German Employers' Associations

Hellenic Federation of Enterprises (Greece)

BUSINESSHUNGARY

National Association of Employers and Entrepreneurs (Hungary)

SA-Business Iceland

Ibec (Ireland)

Manufacturers' Association of Israel

CONFINDUSTRIA (Italy)

PARYZ National Confederation of Employers (Kazakhstan)

Business Association JIA (Kyrgyz Republic)

Employers' Confederation of Latvia

## Africa 37

Conseil National du Patronat du Mali

Union Nationale du Patronat Mauritanien

Mauritius Employers' Federation

Fédération des Chambres Marocaines de Commerce, de l'Industrie et de Services

Confédération générale des Entreprises du Maroc

Namibia Employers' Federation

Conseil National du Patronat Nigérien

Nigeria Employers' Consultative Association

Conseil National du Patronat du Sénégal

Business Unity South Africa

Association of Tanzania Employers

Conseil National du Patronat du Togo

Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat

Federation of Uganda Employers

Zambia Federation of Employers

Employers Confederation of Zimbabwe

## Asia 34

Federation of Nepalese Chambers of Commerce & Industry

Business New Zealand

Oman Chamber of Commerce & Industry

Employers' Federation of Pakistan

Employers' Federation of Papua New Guinea

Employers' Confederation of the Philippines

Qatar Chamber of Commerce and Industry

Samoa Chamber of Commerce & Industry

Council of Saudi Chambers

Singapore National Employers' Federation

Employers' Federation of Ceylon (Sri Lanka)

Chinese Taipei Federation of Industries

Employers' Confederation of Thailand

Federation of UAE Chambers of Commerce and Industry

Vietnam Chamber of Commerce and Industry

## Americas 33

Confederación de Cámaras Industriales de los Estados Unidos Mexicanos

Confederación Patronal de la República Mexicana

Consejo Superior de la Empresa Privada (Nicaragua)

Consejo Nacional de la Empresa Privada (Panama)

Federación de la Producción, la Industria y el Comercio (Paraguay)

Confederación Nacional de Instituciones Empresariales Privadas (Peru)

St. Lucia Employers' Federation

St Maarten Hospitality and Trade Association

Suriname Trade and Industry Associations

Employers' Consultative Association of Trinidad & Tobago

Cámara de Industrias del Uruguay

Cámara Nacional de Comercio y Servicios de Uruguay

United States Council for International Business

Federación de Cámaras y Asociaciones de Comercio y Producción de Venezuela

## Europe and Central Asia 46

Lithuanian Confederation of Industrialists

FEDIL (Luxemburg)

Business Confederation of Macedonia (North Macedonia)

Employers Organisation of Macedonia (North Macedonia)

Malta Employers' Federation

Montenegrin Employers Federation

Confederation of Netherlands Industry and Employers

Confederation of Norwegian Enterprise

Employers of Poland

Business Confederation of Portugal

Employers Confederation Concordia (Romania)

Russian Union of Industrialists and Entrepreneurs

National Association of Industry of San Marino

Serbian Association of Employers

Federation of Employers' Associations of the Slovak Republic

National Union of Employers (Slovakia)

Association of Employers of Slovenia

Confederación Española de Organizaciones Empresariales (Spain)

Confederation of Swedish Enterprise

Union Patronale Suisse (Switzerland)

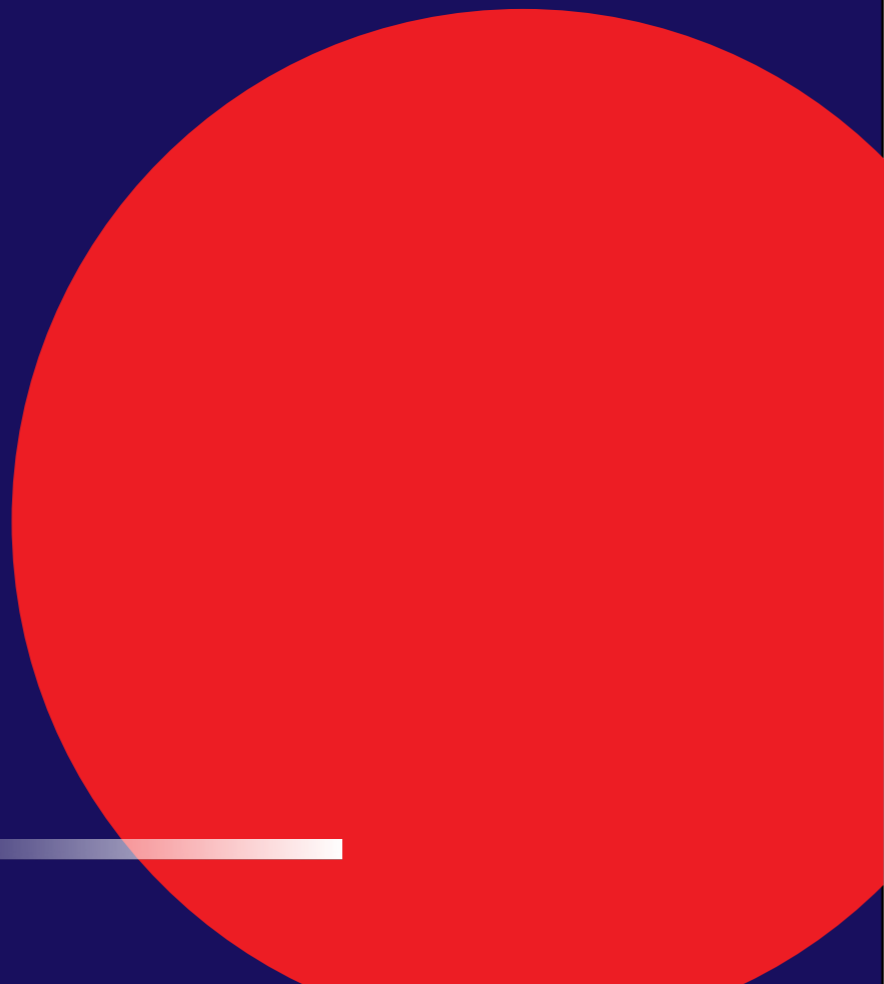
Turkish Confederation of Employer Associations

Federation of Employers of Ukraine

Chamber of Commerce & Industry of Uzbekistan



# VI Message from the Secretary-General





## Message from the Secretary-General

### Moving forward together

Employers' organisations have rarely faced such a variety of complex challenges to the world of work, from the global economic headwinds due to the enduring impact of Covid-19 policies to geopolitical instability, and the uncertain impact of the mass release of artificial intelligence tools – to name a few.

Closer to home, IOE members are facing mounting international and national pressure to statute on workers in the platform economy, to navigate the expanding and ever-changing nature of the policy and legislative environment surrounding business and human rights and overcome the financial woes labour shortages and the cost-of-living crisis poses to the future of enterprises of all sizes.

With our advocacy work, our policy analysis and our global networking and convening capacity, never has IOE and its growing international membership been so well prepared and united to address these challenges.

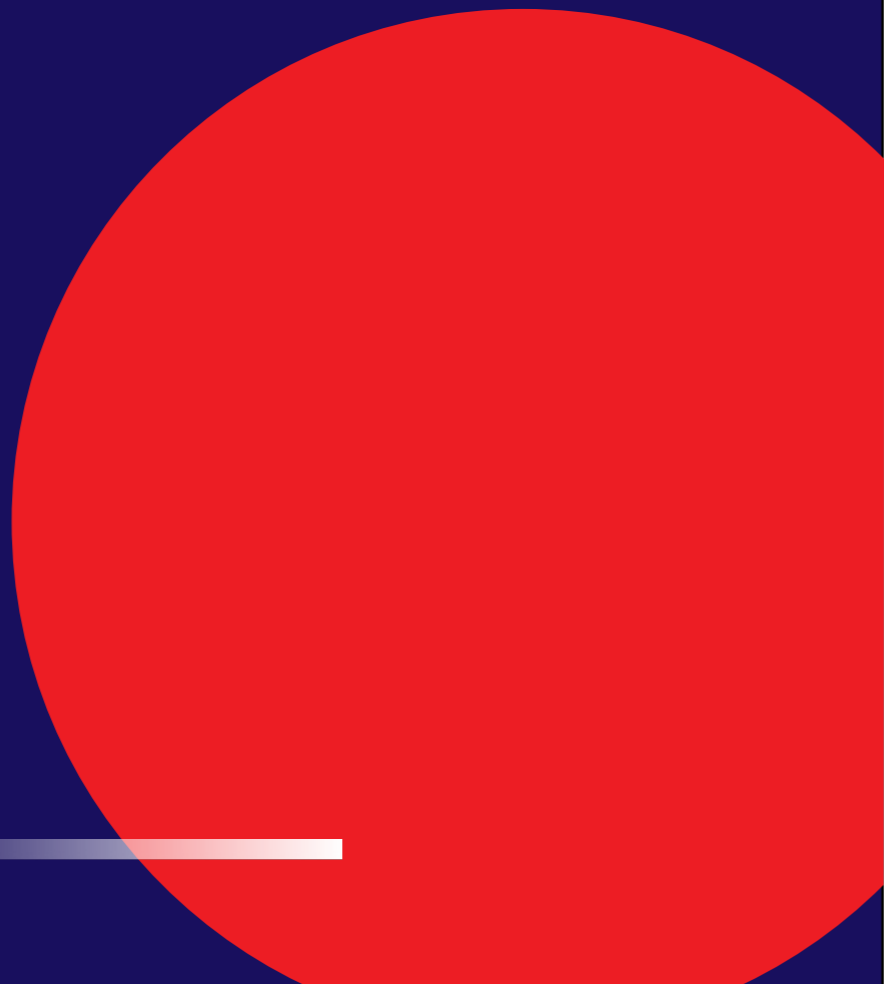
Together, we are pooling resources, expertise, and influence to achieve shared goals. We are jointly advocating for policies that support sustainable enterprises, create jobs, and improve education systems and infrastructure. Together, we are sharing information and expertise to help the over 50 million businesses that make up our network be more competitive. And we are working together on initiatives that build prosperous communities and opportunities for future generations.

Clearly, the future will not be without obstacles and setbacks, but with our membership as the force underlying our action, IOE will drive business progress forward.

A handwritten signature in blue ink, appearing to read 'R. Suárez Santos', written over a light blue rectangular background.

Roberto Suárez Santos

# VII Our team





**Roberto Suárez Santos**  
Secretary-General



**Jérôme Bellion-Jourdan**  
Deputy Secretary-General



**Luis Rodrigo Morales**  
Director for Industrial Relations  
and ILO Coordination



**Akustina Morni**  
Director for Employment,  
Skills and Diversity



**Altea Rossi**  
Junior Legal Assistant



**Marina Wiebusch de Faria**  
Management Assistant



**Elodie Richter**  
Project Assistant



**Bouchra Marclay**  
HR Assistant



**Jean Milligan**  
Director of Communications



**Pierre Vincensini**  
Senior Adviser



**Rita Yip**  
Senior Adviser



**Amadou Sako**  
Adviser and Project Officer  
for Africa



**Emilie Villet**  
Team Assistant



**Robert Marinkovic**  
Adviser



**Jason Pegat-Toquet**  
Adviser



**Mirela Stoia**  
Head of Stakeholder Engagement  
(ad-interim)



**Anetha Awuku**  
Head of Projects and  
Programmes



**Chiara Cirelli**  
Head of HR and  
Administration



**Patricia Rindlisbacher**  
Accounting Manager



**Vanessa Dallet**  
Senior Financial Adviser



**Sylvia Rindlisbacher**  
Finance Officer



**Valérie Gugl**  
Communications Officer



**María Roldán**  
Communications Officer



**Sam De Bastos**  
Communications Officer



**Monique Depierre**  
Senior Management  
Assistant



A powerful  
and balanced  
voice for business

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