



Annual Report 2023 - 2024



A powerful
and balanced
voice for business

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President's foreword

It is my privilege to present the Annual Report of the International Organisation of Employers (IOE) for 2023-2024. As President, I am pleased to reflect on the progress and challenges we have encountered over the past year and on the concrete results achieved in our commitment to advancing the interests of employers worldwide.

2023-2024 was characterised by a convergence of global events and dynamics, ranging from ongoing economic uncertainty and increasing geopolitical tensions to the rollout of significant technological advances and regulatory developments. These multifaceted challenges and opportunities significantly impact the world of work and the matters employers are navigating. Within this landscape, the efforts of IOE and its member organisations to advocate for balanced labour and employment policies played a critical role in driving sustainable economic growth and creating decent employment across the world.

Throughout the year, IOE continued to assert its position as one of the leading private sector representatives within the international multilateral system. Our influence was felt at key global platforms such as the International Labour Conference (ILC), the UN High-Level Political Forum, the UN General Assembly, the UN Development Programme's regional Business and Human Rights Forums, the Conference of the Parties (COP), the G20, the G7 and the Global Forum on Migration and Development – to name a few. In our engagements, we championed policies that promote sustainable enterprises, create jobs, and unlock economic opportunities for people worldwide.

Our achievements in the labour and employment standard-setting area resulted from a collective effort. We successfully persuaded Worker and Government constituents at the ILC to establish a stand-alone Recommendation on Apprenticeships, enhancing visibility and providing clearer employment guidelines for this crucial form of work. Moreover, during a general discussion at the ILC, IOE, with the support of the Employers' Group, successfully advocated for the inclusion of an explicit acknowledgement of the private sector's role in facilitating a just transition, persuading both workers and governments.

Another key development this past year was the increasing complexity of the regulatory environment linked to due diligence, business and human rights and responsible business conduct amongst other factors. Building on our decade of business leadership in this field, IOE led private sector delegations to numerous regional and international meetings to input into global debates and policies in the field, drafted and organised inputs to the UN Binding Treaty on Business and Human Rights and provided



The efforts of IOE and its member organisations to advocate for balanced labour and employment policies played a critical role in driving sustainable economic growth and creating decent employment across the world.

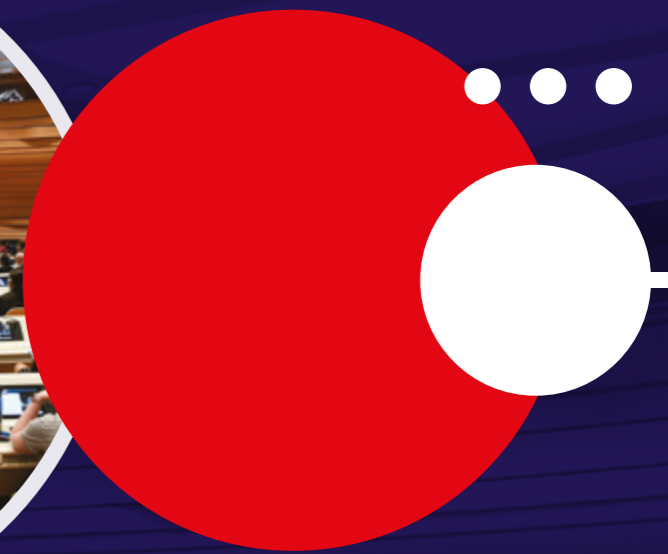
regular policy briefings to IOE members and partners on the latest developments in this area. Our members and partners agreed that IOE's support in this area is vital and should expand.

As we project a comprehensive vision for the present and the future, promoting diversity, equity, and inclusion in the workplace remained a priority throughout the year. This was realised with the launch of the second phase of the IOE-Deloitte Global Mentorship Programme and the release of an IOE-ILO publication providing insights into the progress made by employer and business membership organisations on gender equality and diversity in their organisations and their engagement with members. Moreover, fostering the professional growth of young employer organisation staff was also top of mind, as the IOE Global Young Professionals Academy took place with a record number of participants from across the globe. This initiative aims to inform and train the upcoming generation of professionals in the field.

In addition to our advocacy work, IOE remained dedicated to building new partnerships and reinforcing new ones. As we look to the future, the challenges facing employers and businesses worldwide are complex and multifaceted. However, I am confident that by staying true to our values and our mandate as the largest worldwide network of business and employers' independent and representative organisations, embracing innovation, and working together in solidarity, we can overcome these challenges and build a more prosperous, inclusive, and sustainable future.

As this is my last year as President, I would like to express my deepest gratitude to IOE members, partners, and stakeholders for their unwavering support of me during my tenure and their commitment to the IOE and our joint mission. Together, we have advocated for policies that promote economic and sustainable growth, create opportunities, and improve the lives of people around the world. I know we will collectively continue this work over the years to come.

Michele Parmelee



Highlights

Empowering Employers at the ILO

IOE effectively advanced Employers' interests at the International Labour Organization (ILO), offering robust advocacy on various agenda items. A significant accomplishment was IOE's pivotal role in the adoption of a positive, pragmatic and practical Quality Apprenticeships Recommendation. In addition, IOE provided crucial support to Employers in discussions covering the right to strike, labour protection, living wage, platform economy, just transition, the Global Coalition for Social Justice and other pertinent subjects.

International Leadership in Global Forums

IOE successfully advocated for business interests at the United Nations and other global forums. Notable activities included leading the business delegation to the 5th UN Conference on Least Developed Countries, directly liaising and arranging events with Ministers of Labour and Employment at the G20 and leading private sector inputs and coordination to the 9th Session of the Intergovernmental Working Group for a binding treaty and the UN Forum of Business and Human Rights. Additionally, IOE organised digital events covering various aspects of business and human rights, further solidifying its position as the preeminent business organisation in this domain.

Impact through Policy Publications and Events

IOE published influential policy reviews addressing critical issues, such as employment regulations in the platform economy, industrial relations, informality, trade and employment, assessing skills requirements for jobs emerging from climate change adaptation or mitigation measures, along with newsletters on industrial relations and business and human rights.

IOE's Expanded Outreach

IOE's communication efforts continued to thrive during this reporting period. IOE's LinkedIn account witnessed a strong organic growth in followers, from 750 in 2019 to close to 9000 by May 2024. Despite significant changes and the overall decreasing influence of the social media platform X, formerly known as Twitter, the IOE accounts continued to increase. To date, the IOE has 11,000 followers on X and is achieving record engagement. The IOE website demonstrated robust engagement with record distribution of publications and a new dedicated multimedia page. IOE maintained a robust global presence by disseminating press releases, reaching a potential audience of over 250 million people.

IOE in numbers

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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 • AI and Employment • Reshaping Human and Social Skills • Playbook 2nd edition • Engaging with Employers in Skills Mobility Partnerships • Youth and Employment in Africa • Women in Business • COP28 Outcomes for Employers • Policy Priorities for a Just Transition • COP 27 employers' priorities • SDG8 update - IOE-Deloitte G20 monitoring report • Business and human rights and climate change

23

PARTNERS

United Nations • International Labour Organization • European Commission • Deloitte • Office of the High Commissioner for Human Rights • DHL Group • The Coca-Cola Company • Microsoft • World Employment Confederation • G20 • G7

45

MULTIMEDIA PRODUCTIONS

⋮

25

NEWSLETTERS

Monthly IOE communications Newsletter • Monthly Industrial Relations and Labour Law Newsletter • Business and Human Rights Newsletter

25

MAJOR EVENTS

High-level Political Forum 3 side-events • IOE-BAGM-Seedstars Migration Challenge • 7th African Social Partners Summit • Annual UN Forum on Business and Human Rights' Networking reception • IOE-Microsoft Tech@Work in 4 countries • UN General Assembly side-event • Business delegation to the 4th International Conference on Small Island Developing States • IOE-BDA-DHL International Conference on Responsible Business Conduct • Global Young Professionals Academy • IOE-USCIB-The Coca Cola Company Business and Human Rights Conference

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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 Digitalisation; Gender Equality and Diversity; Human Rights and Responsible Business Conduct; Industrial Relations; Labour Migration

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REGIONAL IN-PERSON AND VIRTUAL MEETINGS

IOE Regional Caribbean Meeting • IOE Regional Europe and Central Asia Meeting • 7th African Social Partners Summit • Asia Employers' Summit

I Advancing IOE's policy agenda internationally



Throughout 2023-2024, IOE expanded its advocacy efforts and global influence, actively shaping international discussions on topics relevant to its global network.

IOE ensured that business perspectives were integrated into debates on policies, regulations, and other factors affecting employer and business membership organisations, their affiliates, and corporate members. Additionally, IOE fostered productive relationships with key stakeholders, including policymakers, decision-makers, academia, experts, and other leaders, crucial for shaping the international employment and social landscape for businesses.

International Labour Organization

IOE's primary and paramount focus is the International Labour Organization (ILO). Throughout 2023-2024, IOE played a pivotal role in bolstering the Employers' Group, advocating and championing Employers' positions and the crucial significance of social dialogue within the ILO.

International Labour Conference

The 111th session of the International Labour Conference took place from 5 - 16 June 2023. Employers achieved important outcomes ensuring their priorities were successfully integrated into

Conference decisions. Some of the highlights from the Conference are featured in the following sections.

The Second Standard-Setting Discussion on Apprenticeships resulted in the adoption of the Quality Apprenticeships Recommendations. Employers made significant contributions to the positive, pragmatic and practical Recommendation, securing various elements important to the private sector. This was a result of the strong positions presented in the first year of discussions, as well as significant advocacy work by the IOE Secretariat and Employers' Group members.

Specifically, Employers were successful in persuading Constituents to have a stand-alone Recommendation, with a focus solely on apprenticeships. Importantly, the Recommendation clearly distinguishes between apprentices who are classified as employees and those who are learners.



The Recurrent Discussion on Labour Protection resulted in progress on the core dimensions of labour protection. This was the consequence of intense work, negotiations, proactive engagement and the commitment of all Employers engaged in this topic. The Conclusions rightly reaffirm the key role played by sustainable enterprises, without which no labour protection can be effective and sustainable.

The outcome from the **General Discussion on Just Transitions** fully integrated Employers' priorities,



achieving a balanced approach that acknowledges the key role played by the private sector in a just transition.

The ILO Director-General's Report at this ILC session evaluated the current state of global social justice and suggested forming a **Global Coalition for Social Justice**. Employers acknowledged the Coalition's potential to support the ILO's goals and enhance its role, emphasising the importance of strong tripartite governance. They also urged avoiding duplication of UN and ILO efforts and focusing on issues such as productivity and sustainable small and medium enterprises.

Employers were very actively and constructively engaged in the discussion and outcomes of the **Committee on the Application of Standards (CAS)**, which is a core tripartite supervisory body of the ILO's standards system. Based on the needs and concerns of its members, IOE defended 24 cases in the CAS and, importantly, filed a complaint to the President of the Conference, **under Article 26** of the ILO Constitution, denouncing violations by the Government of Nicaragua of four Conventions, namely ILO Convention 87, Convention 98, Convention 111 and Convention 144.

A full report on the 111th Session of the ILO ILC and the 348th ILO GB Session prepared by the IOE Secretariat is [available here](#).

ILO Governing Body

The Constituents to the 348th Session of the Governing Body (GB) on 17 June considered several issues, including developments in the application of the resolution concerning the Russian aggression against Ukraine, the report of the meeting of experts on the revision of statistical standards on informality and elected new officers.



The 349th Session of the GB took place from 30 October - 9 November 2023, followed by two special meetings, 349th bis and 349th ter, on 10 and 11 November. These GB sessions marked the first year under the leadership of the Director-General.

This GB session was particularly challenging, in particular the special sittings, where a vote was held to decide on the Workers' Group request for a referral to the International Court of Justice (ICJ) for interpretation of Convention 87 and the right to strike and the Employers' Group request to place a standard-setting item on the right to strike on the agenda of the 112th Session (June 2024).

Employers and many Governments argued that the appropriate platform for resolving disputes regarding the right to strike is the ILC, which is the only fully representative and inclusive decision-making body within the ILO. The outcome of the vote on the Workers' proposal, approving referral to the ICJ, sparked a renewed discussion about the pressing need to establish a more inclusive and democratic



decision-making process in the ILO GB that respects the principle of consensus building.

The regular 349th GB session concluded with the adoption of several important decisions for the Employers' Group including the endorsement of the Director-General's proposal to forge a Global Coalition for Social Justice with the GB providing inputs on its scope, focus areas and governance arrangements. The progress report of the enhanced programme of development cooperation for the

Occupied Arab Territories were discussed as part of the regular reporting within the context of the ILO programme in the Occupied Arab Territories. It provided an opportunity for Constituents to assess the impact and role of the ILO in the context of the current Israel-Gaza conflict that broke out on 7 October 2023.

The 350th GB session from 4-14 March 2024 continued discussions around ILO governance and the appropriate involvement of the three Constituent Groups. Employers remained firm in their call for good governance, while at the same time, asking the Office to play an impartial role and contribute to rebuilding trust. A critical but constructive approach to key items was the driver of Employers' engagement. Notable items included setting the

agenda for future sessions of the ILC, following up on the decision to report on the modalities of the Working Party on the New Social Contract for Our Common Agenda, Report of the Tripartite Meeting of Experts on wage policies, including living wage and a High-Level Segment on Challenges and Opportunities linked to Digitalisation.

The report on crisis-related ILO work in the Occupied Palestinian Territory received particular attention during this GB session. The ILO Director-General submitted a detailed report to the GB on the ILO action plan to address the employment impact of the current conflict between Israel and Hamas in the Gaza Strip.

During this GB, five country cases—Belarus, Bangladesh, Myanmar, and Venezuela — were reviewed. Particularly noteworthy was the assessment of Venezuela, which focused on the progress report and results of the social dialogue forum held in February 2024, following the recommendations of the Commission of Inquiry. Additionally, discussions centred on the outcome of the initial substantial discussion regarding the potential establishment of a Commission of Inquiry for Nicaragua. This case holds paramount importance to Employers.

ILO Committee on Freedom of Association and Committee of Experts on Application of Conventions and Recommendations

Throughout 2023 -2024, for each of the sessions of the Committee on Freedom of Association, IOE prepared detailed legal analyses on the different cases including on the right to strike and independent contractors working in the platform economy.

In March 2024, the CEACR published a General Survey on Labour Administration to which IOE provided comments based on Employers' views in different countries. This will provide the basis for a tripartite discussion in the CAS during the ILC in June 2024.

ILO Sectoral Activities

IOE and selected members participated in **the Eighth session of the Standards Review Mechanism Tripartite Working Group** in September 2023. This Group ensures the ILO maintains current and robust international labour standards. The Eighth session reviewed three instruments on maternity protection, benefits for older workers and survivors, night work for youth, and minimum working age. The Employers' Group actively engaged in the dialogue, ensuring the ILO maintains relevant standards supporting sustainable enterprises and worker protection.

IOE provided strategic support to IOE members attending the **ILO Meeting of Experts on Wage Policies, including Living Wages** in February 2024. This meeting reviewed recent initiatives on living wages, provided guidance on a definition of living wages and examined how the ILO could provide additional support to its constituents and strengthen its global leadership on the question of wage policies, including living wages. IOE organised a global membership dialogue ahead of the ILO Meeting.

ILO Technical Meetings bring together the tripartite Constituents to discuss and exchange ideas, experiences, and expertise on a particular subject matter. The aim is to develop consensus-based recommendations, guidelines, or standards that can

inform policymaking and practice at national and international levels. Technical Meetings cover a wide range of topics.

Over this reporting period, IOE supported Employers' participation in four meetings. Issues covered included **digitalisation in the retail sector as a catalyst for economic recovery and promoting decent work and decent and sustainable work in the inland waterways sector.**

Additionally, IOE members took part in the **Joint FAO/ILO/IMO Ad Hoc Working Group on Illegal, Unreported and Unregulated Fishing and Related Matters, Joint ILO-IMO Meeting to Adopt Guidelines for Medical Examination of Fishers/ Fishing Vessel Personnel and a Meeting of Experts to Update and Adopt the 1998 ILO Code of Practice on Safety and Health in Forestry Work.**

In all these meetings, IOE members, supported by the Secretariat, ensured the voice of business shaped the outcomes to promote sustainable enterprises, job creation and decent work.

Human Rights and Responsible Business Conduct



During 2023-2024, IOE continued expanding its advocacy and dissemination efforts and solidified its international leadership position in the field of business and human rights policy.

During 2023-2024, significant policy and regulatory changes emerged, concerning business and human rights, including new European Union regulations. Throughout this period, IOE ensured its members stayed informed and influenced international policies, notably through regular meetings of the **IOE Policy Working Group on Human Rights and Responsible Business Conduct**. These gatherings aimed to provide insights into the latest developments and foster exchanges among members to navigate the evolving regulatory environment. Additionally, IOE produced vital guidance documents and newsletters, along with participating in various high-level UN meetings and international forums.

At the **5th UN Asia Pacific Responsible Business and Human Rights Forum** in Bangkok, Thailand in June 2023, IOE advocated on behalf of the Asian business community along with several IOE members and corporate partners. **During the UN Africa Business and Human Rights Forum 2023** in Addis Ababa, Ethiopia, in September 2023, IOE organised the hybrid Business Caucus, a safe space dedicated to private sector representatives to discuss challenges and opportunities to further promote responsible business conduct in Africa.

The **15th Annual Conference on Business and Human Rights**, sponsored by IOE, the United States Council for International Business and the US Chamber of Commerce, and hosted by the Coca-Cola Company, is one of the most important annual events on this topic. This year's edition addressed themes including the connection between environmental and social governance and corporate political accountability, the implications of artificial intelligence and automation, stakeholders' access to information, and strategies for meaningful stakeholder involvement. This keynote event provides a safe space for businesses and civil society to engage in a dialogue on advancing the business and human rights agenda that works for all.

IOE members and corporate partners from Latin America and Caribbean regions took part in the **VIII Regional Forum on Business and Human Rights** in Santiago, Chile. The central theme of the meeting was *"Business, Human Rights and the Environment"*.



As the primary representative of the region's business community, IOE organised two side sessions: the Business Caucus and the other focusing specifically on the needs of small and medium-sized enterprises.

For the **75th anniversary of the Universal Declaration of Human Rights** in December 2023, IOE and its global employers' network pledged to uphold and promote established business and human rights instruments and guidelines. The 7-point pledge includes:

- Expanding IOE's activities to reach small and medium companies through its network.
- Developing business and human rights capabilities via regional training programmes.
- Disseminating insights on business and human rights, sustainability reporting, and responsible business conduct.
- Raising awareness of international business and human rights instruments and policies.
- Providing practical guidance for companies to implement the UN Guiding Principles on Business and Human Rights and sustainability reporting.



- Assisting employers' organisations in understanding business and human rights, conducting sustainability reporting, and crafting policy strategies.
- Fostering business collaboration with multilateral institutions for collective human rights promotion.

Another keynote event on the IOE calendar is the annual **IOE/BDA/DHL Business and Human Rights Conference**, held in April 2024. The 2024 edition provided high-level insights into the latest advances in human rights and responsible business conduct. The Conference featured discussion-based panels focusing on key topics in the business and human rights sphere, such as updates on legislative due diligence initiatives, insights from practitioners regarding environmental due diligence, and the overarching issue of digital transformation.

As part of its efforts to support its global network and their membership in responsible supply chain management in different world work-related areas, IOE launched a two-year partnership with the **Association of Professional Social Compliance Auditors (APSCA)**. APSCA represents an important stakeholder in business and human rights forums as most companies engage social auditors to conduct their Human Rights Impact Assessments to ensure compliance with regulations in their supply chain. APSCA's expertise provides added value to IOE in its research and guidance on what are the most salient

risks in the supply chain with direct local information, strengthens IOE's knowledge base and expertise on the topic, and supports IOE advocacy work globally based on evidence from the operational level.

UN Binding Treaty on Business and Human Rights

IOE continued to play a leading role in advocating for business perspectives during the drafting process of the Binding Treaty on Business and Human Rights. In the **9th session of the Open-ended Intergovernmental Working Group** in October 2023, IOE, together with Business at OECD and Business Europe, drafted a business position paper on the latest draft of the Treaty. The paper strives to support IOE members and partners in their advocacy efforts with governments.

During the **12th Annual UN Forum on Business and Human Rights** in November 2023 in Geneva, IOE organised its first **Business Caucus** since the pandemic. This hybrid session facilitated an open dialogue with the UN High Commissioner for Human Rights, Mr Volker Türk, followed by discussions among business participants regarding the implementation of the UN Guiding Principles and the addressing of global challenges and opportunities in business and human rights governance. IOE continued its tradition of co-hosting a business cocktail reception, which featured a video recording from the President of the UN Human Rights Council. Additionally, IOE organised an informal roundtable with the Deputy High Commissioners for its corporate partners.





Child Labour

IOE organised in 2023 the second edition of the **International Elimination of Child Labour Changemaker Award**. The winner of this year's edition was the Central American Sugar Association for its annual campaign to prevent child labour in the Central American Sugar Sector.

This Award spotlights employers' and business organisations' key role in eradicating child labour. The Award strives to promote peer learning and best practices, focus attention on the private

sector's contributions, and recognise publicly the extraordinary efforts of the private sector to combat child labour. The competition was open to more than 150 IOE member employer organisations and companies worldwide.

Climate Change and Just Transition

At the annual UN Climate Change Conference of the Parties (COP28) in December, IOE achieved a major milestone by hosting the inaugural Employers and Green Skills Pavilion in collaboration with Deloitte, MEDEF, LinkedIn, and Cargill. This Pavilion provided a dedicated space for global employers to promote green skills development, forge new partnerships, and host various events focused on employment, labour markets, and just transition amidst climate action priorities.

IOE organised over 10 events, including a UNFCCC side-event with partners like the United States Council for International Business and the Confederation of Indian Industry, along with two sessions in partnership with ILO. In advocating for



socioeconomic aspects of decarbonisation, IOE and the International Trade Union Confederation issued a joint press release urging negotiators to consider the International Labour Conference Resolution as a basis for the Just Transition Work Programme.

Progress was also made with the Employers' Alliance for Green Skills, with member organisations like Nigeria Employers' Consultative Association and Samoa Chamber of Commerce and Industry participating in the IOE delegation for the first time. This enhanced their capacity for future participation and laid the groundwork for continued involvement and new partnerships.

Furthermore, IOE published a policy review spotlighting members' and partners' experiences with climate action and just transition. *Employers Just Transition Activities and Planning* features case studies which detail the diversity of activities, priorities and challenges employers are faced with in the context of climate action and supporting labour markets as they transform.

Sustainable Development

IOE consistently advocated for greater private sector inclusivity in advancing the Sustainable Development Goals (SDGs), stressing that the full potential of the private sector to drive SDG progress remains untapped. To address this, IOE called for intensified and formalised collaboration between the private and public sectors. Its leadership emphasised, across various UN forums, the imperative of supporting small and medium

enterprises and fostering a sustainable business environment to achieve SDG targets.

From 2023 to 2024, IOE actively engaged in a record number of UN-organised events. At the High-Level Political Forum (HLPF) in July, IOE hosted several events including one at the Consulate of India related to the B20 India on inclusivity and diversity followed later by a high-level exchange with the European Commissioners for International Partnership and the Economy.

IOE members from Ecuador, Fiji, Djibouti, and Portugal joined the IOE delegation to the HLPF, contributing to various events and providing policy inputs on topics such as just transition, Least Developed Countries' paths to SDG achievement, and private sector involvement in SDG progress. Members from Mali and Madagascar were featured panellists at the virtual SDG Business Forum, representing IOE's concerns and proposals.

Additionally, IOE and Deloitte hosted a dialogue on catalysing new partnerships to achieve SDGs 9 and 17, joined by representatives from the UN Industrial Development Organization and the UN





Development Programme. IOE also collaborated with the Konrad-Adenauer Foundation and Africa Centre for Economic Transformation on a dialogue focusing on accelerating digital transformation in Africa, with input from African employers' organisations.

IOE continued to play an important role in shaping the strategic direction and activities of the UN Global Compact. The IOE Secretary-General actively participated in identifying specific measures to strengthen relations between the UN and the private sector during meetings of the Global Compact's governance. Additionally, the IOE Secretary-General took part in the Global Compact Leaders' Summit.

During the UN General Assembly 78th Session, IOE engaged in numerous sessions highlighting the role of employers in achieving the 2030 agenda, with a particular focus on job creation and skills anticipation, including during the high-level week where IOE Secretary-General Roberto Suárez-Santos took part in the Private Sector Forum, the Global Compact's Leaders' Summit as well as several events organised by the ILO on the Global Accelerator for Jobs and Social Protection for a Just Transition and Equal Pay International Coalition. IOE Member Maria Paz Jervis, Executive President of the Chamber of Industries and Production of Ecuador took part in these events.

During the SDG Action Weekend in September 2023, IOE participated in the private sector event on SMEs and co-sponsored the SDG Digital Day with the International Telecommunications Union. As part of its support, IOE was pleased to take part in ITU/UNDP's **Digital Game Changers** Awards Initiative which identified innovative, creative ideas in five categories: People, Planet, Prosperity, Peace, and Pioneer. In this initiative, IOE support focused on digital skills and job creation. The initiative honoured

individuals and organisations working on digital solutions to accelerate progress on the global goals with an award ceremony held in September in New York.

At the start of 2024, IOE took part in the UN Economic and Social Council (ECOSOC) Partnership Forum, which brings together governments and other stakeholders to debate new ideas and solutions for an SDG-led transition and to further inspire the work of ECOSOC leading up to the July 2024 HLPF and the Summit of the Future in September at UNGA.

During this reporting period, IOE and the Konrad Adenauer Foundation launched the second edition of the Playbook *Creating Synergies between UN Resident Coordinators and Employers for Sustainable Impact* highlighting collaboration between Resident Coordinators and employers.

G7, G20 and B20

IOE focuses on providing valuable business insights to influential gatherings such as the G7, G20, and Business 20 (B20), which comprise the world's most powerful economies. Through its active participation in these multilateral networks, IOE enjoys privileged access to labour and employment ministers as well as global business leaders. IOE is a recognised network partner of the B20, supporting the drafting of the employment and education recommendations to the G20 leaders. IOE also engages with the G20 labour ministers, particularly during the G20 Labour Ministerial, and in the G20 Employment Working Group.

Japan held the Presidency of the G7 during 2023. The IOE Secretary-General provided key inputs to Business 7 discussions and the IOE Secretariat provided invaluable support to the Japanese



business organisation and IOE member, Keidanren, throughout the year.

In 2023, India was the host of the G20. IOE's activities kicked off during the first session of the B20 Employment Working Group by co-hosting a conference in July 2023 bringing together industry leaders and experts to discuss vital insights on the future of work, skilling, and mobility in India. Co-organised with the Confederation of India Industry (CII) (B20 Secretariat) and Deloitte, the Conference featured discussions on transitioning from informal to formal economies and fostering inclusivity and diversity in the workforce.

Following the Conference, the B20 task force members, including IOE Vice-President to the

ILO Renate Hornung-Draus, convened to finalise employment policy recommendations for the G20 Summit-themed "One Earth, One Family, One Future." At the G20 Labour Ministerial Dinner in July, IOE Secretary-General Roberto Suárez Santos underscored the importance of collaboration between policymakers and businesses to adapt to evolving work landscapes, address skill shortages, and create favourable environments for business growth, particularly for small and medium-sized enterprises.

IOE and Deloitte co-hosted one of the lead side events during the India B20 in August, *the Business Impact Summit* along with launching the IOE-Deloitte G20 monitoring report.

The B20, Business at OECD and IOE released a joint paper, underlining the need to raise business productivity by effectively addressing the private sector's working capital requirements. Released in the margins of the B20 India Summit, the three leading private sector organisations recommend to G20 leaders a simple, though powerful, effective and concrete policy action to jointly deliver sustainability targets and inclusive long-term economic growth, without committing scarcer public finances.





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



IOE continued to carry out its core responsibility to assist Employers in preparing for tripartite evaluations of the implementation of international labour standards.

The policy priorities of the IOE are intricately connected to pressing concerns for today's businesses. These include but are not limited to international labour standards, industrial relations, employment, skills development, navigating the evolving landscape of work, responsible business conduct, labour migration, sustainable development, occupational safety and health, diversity and more.

To effectively address these priorities, IOE established policy working groups, leveraged its extensive business networks and partnered with UN organisations, other international institutions and companies. Through this collaborative effort, IOE can assess emerging trends and contribute to shaping the global agenda using an evidence-based and pragmatic approach. This ensures that policy discussions and outcomes in these critical areas are aligned with the interests of businesses and employers.

International labour standards

IOE continued to carry out its core responsibility to assist Employers in preparing for tripartite evaluations of the implementation of international labour standards. IOE provided support to Employers



in presenting 24 individual country cases to the Committee on the Application of Standards (CAS), the principal tripartite oversight body of the ILO's standards system, in 2023.

In 2023, the CAS aimed to strike a balance in supervising standards, considering the needs of both workers and sustainable enterprises in creating employment opportunities. In the list of cases discussed, significant cases included Nicaragua's allegations of intimidation and acts of discrimination in employment and occupation, El Salvador's Tripartite Consultation deficiencies, and the Netherlands-St Maarten's Freedom of Association concerns. Employers expressed readiness to contribute to discussing the allegations and ensure follow-up on CAS conclusions at the national level.

During the General Discussion on the Committee of Experts on the Application of Conventions and Recommendations (CEACR) Report, Employers highlighted widespread non-compliance with ratified Conventions by member states and stressed the importance of thorough pre-ratification assessments. They also advocated for discontinuing direct requests in favour of issuing observations, emphasised the need for distinct mandates in UN Human Rights Treaty Bodies' cooperation, and called for stricter legal assessments of Convention compliance, particularly regarding the "right to strike" under Convention 87.

Employers underscored the importance of ILO standards' supervision, urging more visibility for sustainable enterprises' needs and emphasising that certain proposals, like the Global Coalition for Social Justice, fall outside CEACR's mandate. They also discussed the importance of achieving gender equality and non-discrimination.

To aid Members in their discussions and interventions, IOE continued to update and promote the online comprehensive database of Employers' positions on ILO Conventions and Recommendations dating back to Convention 1, serving as a valuable knowledge-sharing resource.

Regional meetings



IOE in partnership with its Japanese member, **Keidanren**, and with support from the European Union, co-organised the **Asia Employers' Summit** in Tokyo, in September. The meeting brought together representatives from employers' organisations, companies and other partners from Asia, the Pacific and Arab States, including from Least Developed Countries and Small Island Developing States. The Summit succeeded in strengthening collaboration and created a platform to showcase the latest trends and developments affecting employment and labour and employment policies at the national level, in particular just transition, digital transformation, business and human rights, and upcoming ILO standards setting on the platform economy.

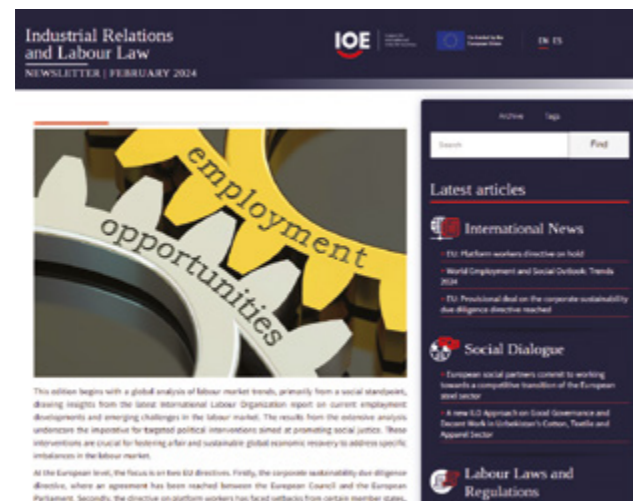
Over 40 employer representatives met with IOE and ILO officials to discuss regional challenges and

opportunities in Tbilisi, Georgia. The IOE **Europe and Central Asia Regional Meeting** was hosted by the Georgian Employers' Association. Topics discussed included migration, skills shortages, productivity, wages, and economic issues. IOE Vice-President Blaise Matthey highlighted the need for collective action. Participants shared labour market insights and obstacles to growth, emphasising the challenges posed by regional skills shortages and wage increases. Due diligence and human rights in business were also addressed, with a focus on forthcoming EU directives' impact. Sub-regional roundtables were held covering strategies and policy engagement in the Adriatic and Caucasus regions.



In February 2024, IOE collaborated with the Association of Tanzania Employers to co-host the **7th African Social Partners' Summit**. This annual event convened a wide spectrum of stakeholders, including national business organisations, employers' representatives, trade unions, government ministries, international organisations, financial institutions, think tanks, and youth delegates. The purpose of this gathering was to assess advancements and confront obstacles in job creation across Africa. The Summit underscored the imperative of fostering economic growth and cultivating a conducive business climate, which enables easier access to capital and mentorship, and champions diversity and resilience. Discussions also prominently featured agri-business, with participants advocating for policies incentivising businesses to formalise operations and boost productivity through sustainable agricultural practices driven by technological advancements. Additionally, support for small and medium-sized enterprises (SMEs) and the pursuit of social compacts were highlighted as pivotal strategies, complemented by innovative financial mechanisms and tripartite agreements aimed at harmonising interests across the economic spectrum.

Industrial Relations



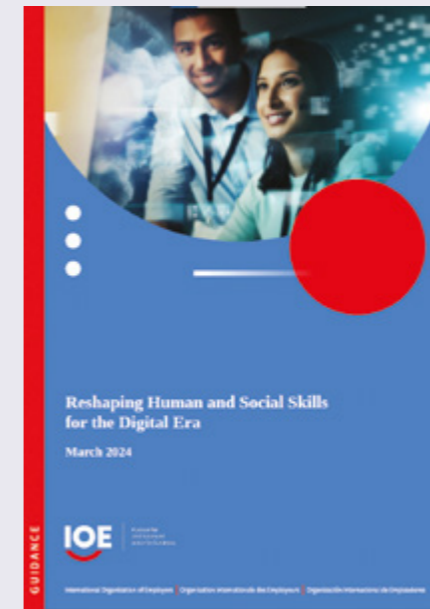
To prepare for the February 2024 ILO Meeting of Experts on Wage Policies, including Living Wages and properly respond to rising public debate and various international initiatives including the UN



IOE's policy initiatives consistently emphasised the importance of involving businesses in conversations about the future of education, skill development, and digitalisation.

Global Compact, IOE organised a special edition of **the Industrial Relations Policy Working Group** to develop a unified employers' strategy on the issue. The agenda covered developments on the issue of living wage, strategic discussion on the updated IOE position on living wage, and the best way forward for IOE to represent Employers in ILO processes and workstreams related to "living wage".

IOE continued to publish a monthly electronic **Industrial Relations Newsletter** in English and Spanish, spotlighting its efforts to disseminate information on the latest industrial relations developments. The newsletter experienced ongoing growth in readership and impact. It served to keep IOE members abreast of developments in industrial relations and labour law across global, sectoral, and local contexts, enriching their understanding for effective advocacy. Themes explored in the 2023-2024 editions encompassed recent legal rulings concerning platform workers, alongside expert analyses of labour legislation with potential applicability to diverse national contexts.



Employment, skills and digitalisation

IOE's policy initiatives consistently emphasised the importance of involving businesses in conversations about the future of education, skill development, and digitalisation. Leveraging its global network, IOE possesses firsthand insights into the skill sets demanded by businesses in present and future labour markets. The organisation and its global membership are also on the frontline of digital developments and their impact on business. IOE actively advocated for incorporating this business perspective into international dialogues concerning the evolution of educational systems for the next generation.

In 2023-2024 as part of efforts to contribute to policy advances in the skill development area, IOE published a guidance document on *Reshaping Human and Social Skills for the Digital Era*. The publication showcases in a detailed manner the combined relevance of digital skills together with essential human and social competencies as the best way to navigate the complexities of today's work environment effectively.

Another important publication released during this period was *Youth and Employment Policies in Africa*:



Challenges, Aspirations, and Opportunities. This policy review includes an analysis of existing policies aimed at generating youth employment and youth entrepreneurship in Africa, a brief poll among youth in several countries, as well as interviews designed to give initial indications of themes and issues related to endemic unemployment in this segment of the population. It focuses on the identification of major challenges in the future of work for youth, the detection of skills gaps, and the exploration of the prospects and opportunities in sectors that remain under-explored.

Gender Equality and Diversity

Gender equality and diversity continued to be a priority for IOE. Collaborating with Deloitte and the EU, IOE spearheaded a mentorship programme targeting female professionals within its member employer organisations. The second phase of the programme got underway of the Mentorship Programme facilitating the professional growth of women across IOE's global network, reflecting the organisation's commitment to bolstering female representation in senior managerial roles worldwide.

In addition, in 2023-2024, IOE together with the ILO, jointly published a survey report, *Women in Business: How employer and business membership*



organizations drive gender equality. This report brings together new primary research with existing evidence to provide insights into the progress made by employer and business membership organisations on gender equality and diversity in their organisations and their engagement with members. The report also examines the challenges faced and successes achieved by EBMOs to increase

the organisation-wide representation of women, including in decision-making positions, as well as the road ahead.

Global Young Professionals Academy

The 2023 session of the **Global Young Professionals Academy** saw talented young professionals from 23 IOE member organisations successfully complete the programme. Held in Istanbul, Türkiye, the Academy featured a comprehensive agenda encompassing skills development, knowledge sharing, networking, and mentoring.

The 2023 edition of the Academy, hosted by IOE in collaboration with the Turkish employers' organisation, TISK, provided a distinctive learning opportunity that united senior professionals from IOE, TISK, and renowned global speakers. This broad spectrum of expertise gave the young professionals a comprehensive understanding of the role of employers' organisations in the global arena along with building their advocacy skills.

During this year's session, Achal Khanna, CEO of SHRM India, shared valuable insights on people and professional strategies. Additionally, Menno



Bart, the Public Affairs Manager at the Adecco Group, and Denis Pennel, the Managing Director of the World Employment Confederation, shed light on key developments in the world of work and offered perspectives from employers worldwide. Nishith Upadhyaya, Senior Director at SHRM India, contributed his expertise and experiences regarding the future workplace and significant innovation trends.

Tech@Work

The Tech@Work initiative is in its second year. IOE, together with Microsoft and the Senegalese-based training centre Synapse, launched it in 2022,

with a focus on developing the digital and social skills of young people in four African countries – Democratic Republic of Congo, Côte d'Ivoire, Senegal and Uganda.

To date, some 10,000 young people have taken part in the initiative in the four countries. At the end of 2023, the Senegal-based portion of the training of 5,000 young people was completed. The post-training focus is now on advancing the career prospects of the participants with 600 having already received significant career support.



To date, some 10,000 young people have taken part in the Tech@Work initiative in the four countries. At the end of 2023, the Senegal-based portion of the training of 5,000 young people was completed.





III Supporting enterprises to operate successfully in a global environment



IOE’s Corporate Partner Network expanded over the past year adding 3 new members. IOE expresses gratitude to its Corporate Partners for continuously enriching its work.

Corporate Partners Network

IOE’s Corporate Partner Network expanded over the past year adding **3 new members**. IOE expresses gratitude to its Corporate Partners for continuously enriching its work. These partners include Adecco Group, The Coca-Cola Company, Deutsche Post DHL, DiDi, DoorDash, Empresas Polar, Eversheds-Sutherland, Fasken Martineau, Fragomen Worldwide, Hennes & Mauritz, JTI International, Littler Mendelson, McDonalds, Nestlé, Philip Morris International, Randstad Holding, Samsung Electronics, Shell International, SHRM, Uber, Walmart, The Walt Disney Company, and Worldwide ERC.

The IOE Corporate Partners Network aims to provide multinational corporations exclusive access to IOE’s policy initiatives and events. This network offers opportunities for these companies to influence social and employment discussions at the UN and other global organisations, as well as collaborate with IOE’s extensive membership network worldwide.

Within this network, partners have a secure environment to exchange experiences, knowledge, and best practices. They also receive tailored advice and services when required. Additionally, corporate partners play a vital role in IOE’s Policy Working Groups, contributing their considerable expertise, experience, and insights.

Participating corporate partners often join their national Employer delegation at the ILC, facilitated by the respective IOE member in the relevant country.

Throughout the year, Corporate Partners receive regular communications from IOE and invitations to various discussions, meetings, and events. They engage alongside members to provide the business perspective to IOE’s stances and advocacy efforts in major international forums.

Global Occupational Safety and Health Network

The IOE Global Occupational Safety and Health Network (GOSH) held its 2024 meeting in Bilbao, Spain, in April. The event was hosted by EU-OSHA, the European Union Information Agency for Occupational Safety and Health. A keynote presentation on a safe and healthy work environment in a digital era kicked off the discussion with participants sharing key information challenges.



Global Industrial Relations Network

The IOE Global Industrial Relations Network (GIRN) held two meetings between 2023-2024. The first took place following the Business and Human Rights Conference in Atlanta, Georgia. The second GIRN meeting happened in Bonn, Germany following the IOE-BDA-DHL Business and Human Rights Annual Conference.



Business Advisory Group on Migration

IOE continued to host and actively support the Business Advisory Group on Migration, which concentrates on fostering interaction between the private sector and governmental entities regarding business requirements within national, regional, and global migration policies.

In 2024, more than a thousand delegates, including governments from 150 countries, civil society organisations, and 60 employers’ representatives attended the 14th **Global Forum on Migration and Development** (GFMD) in January. The GFMD is an open and transparent dialogue on migration and development, in an informal, non-binding and state-led framework that promotes practical, evidence-based outcomes and cooperation between governments as well as non-government stakeholders. **IOE, together with the Business Advisory Group on Migration**, co-organised a thematic session during the Forum between the private sector and governments along with a Forum Roundtable on the impact of climate change on human mobility.

Employers advocated throughout the Forum for five policy developments:

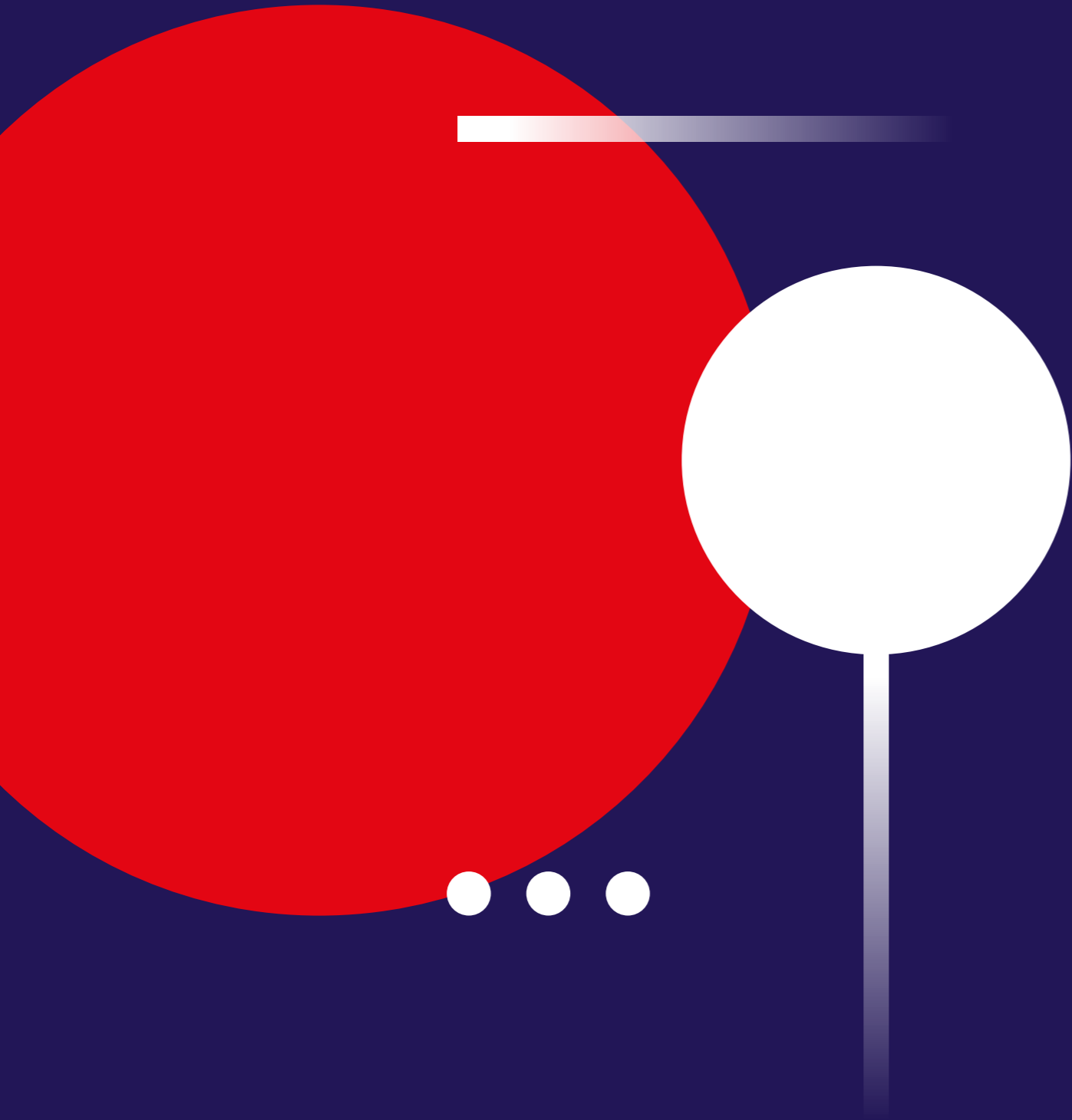
- Migration pathways to bring talent in a safe way where needed to fill skills shortages.
- Legal frameworks for responsible recruitment.
- Harmonisation of skills recognition system, potentially leveraging AI.
- Better use of technology and outreach to tech start-ups, as a game changer.
- A public narrative based on facts and economic impacts, rather than perceptions.

Furthermore, the Business Advisory Group published three reports ahead of the GFMD on *Digital Nomads and Hybrid Work: A Deep Dive into the Benefits, Drawbacks and Possible Ways to Improve Uptake of Digital Nomad Visas Programs*; *Engaging with Employers in Skills Mobility Partnerships* and *Climate change and business mobility*.



IOE in partnership with Seedstars, launched its **Fourth Migration Challenge** to identify innovative tech startups with a product or services to improve regular migration processes. In this 2024 edition, the focus was on start-ups offering tech solutions that tackle climate-induced migration and support green transitions with the migrant workforce. The competition identified 10 finalists who pitched their solutions in front of the jury and the GFMD community during the Forum.

In addition to GFMD preparations, IOE and the Business Advisory Group on Migration engaged in discussions with different organisations to strengthen cooperation on issues related to labour mobility. Dialogues were ongoing throughout 2023-2024 with the OECD, UNDP, ILO and IOM. On the latter, the Business Advisory Group Executive Committee met with Amy Pope, IOM Director General-Elect, together with the IOE Secretary-General to discuss potential avenues for partnership on employment, education, and skills agenda. On partnerships, IOE joined the Global Task Force on Refugee Global Mobility.



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 make 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 2023 General Council resumed an in-person session with a record number of members joining on 11 June. The Council concluded with a high-level discussion on the advocacy challenges facing employers' organisations - *Amplifying Employers' Voices: Exploring the Advocacy Challenges for Employers' Organisations*.



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. The Management Board met three times 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 begin their three-year mandate starting June 2024.

Members of the IOE Management Board as of May 2024

Ms Michele Parmelee
President (USA)

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

Mr Rajeev Dubey
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)

Ms Liu Hansong (Penny)
Member (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 Emiko Nagasawa
Member (Japan)

Ms Anne Vauchez
Member (France)

Mr Mark Birrell
Co-opted Member (Australia)

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

Mr Bruce Mac Master
Co-opted Member (Colombia)

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

Mr Erol Kiresepi
Honorary President (Türkiye)

Members of the Finance Committee as of May 2024

Mr Blaise Matthey
Treasurer, Chair,
Regional Vice-President for Europe and Central Asia

Mr Alexandre Furlan
Regional Vice-President for Latin America

Ms Jacqueline Mugo
Regional Vice-President for Africa

Mr Thomas Mackall
Regional Vice-President for North America

Mr Rajeev Dubey
Regional Vice-President 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 broad scope of activities.

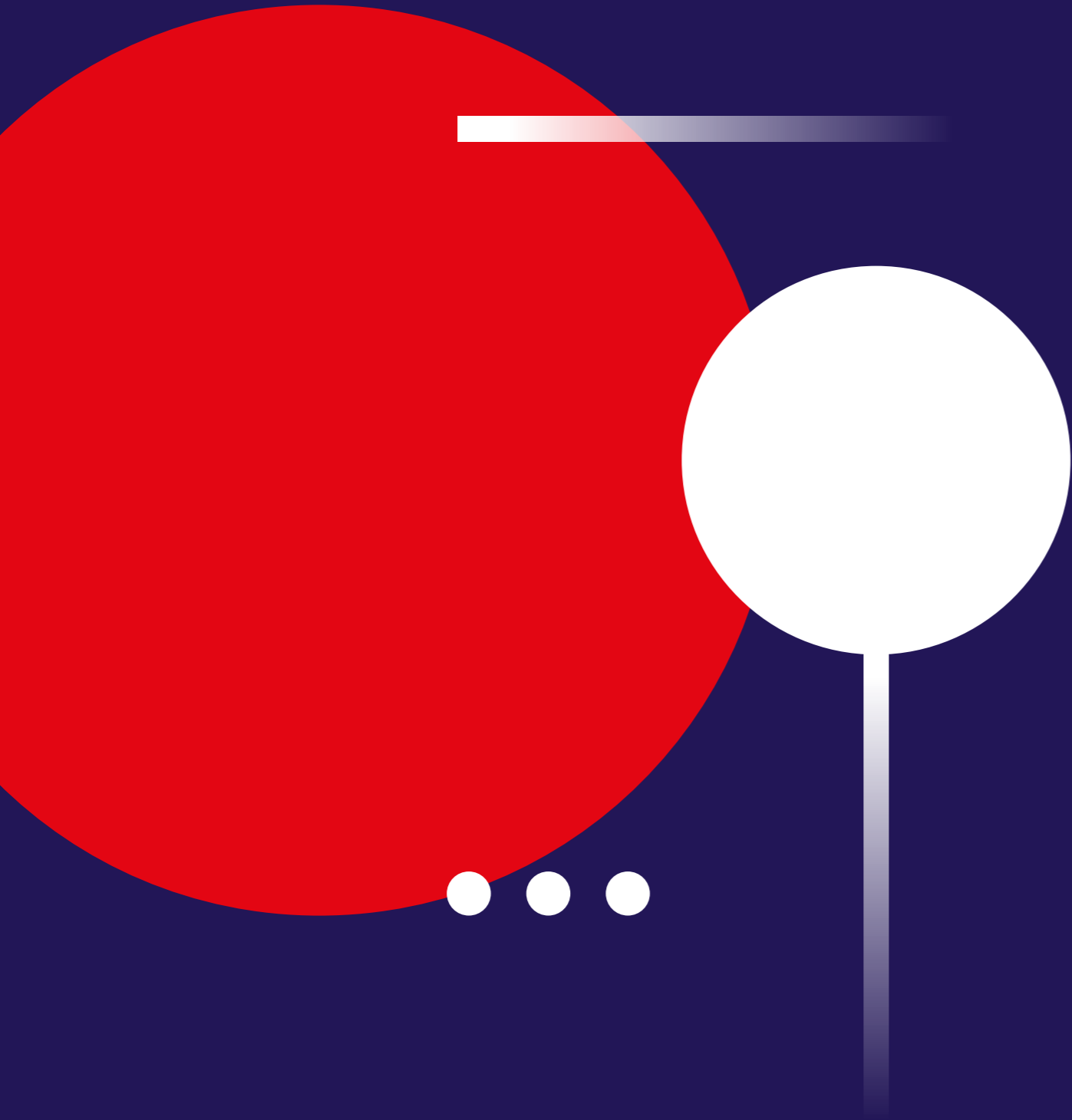
The Management Board appointed the following Policy Working Group Chairs:

Policy Working Groups

Human Rights and Responsible Business Conduct
Industrial Relations
Sustainable Development
International Labour Migration
Employment, Skills and Digitalisation
Gender Equality and Diversity

Chairs

Ms Ewa Staworzynska, USCIB (United States)
Ms Renate Hornung-Draus, BDA (Germany)
Ms Elena Feoktistova, RSPP (Russia)
Ms Lindiwe Sephomolo, ALEB (Lesotho)
Ms Sonya Janahi, BCCI (Bahrain)
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)

Business Eswatini

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 35

Australian Chamber of Commerce & Industry

Afghanistan Chamber of Commerce & Investment

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 Federation 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 45

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)

Confederation of Icelandic Employers

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

Business Mauritius

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

Confédération générale des Entreprises du Maroc

Namibia Employers' Federation

Confédération générale du Patronat du Niger

Nigeria Employers' Consultative Association

Conseil National du Patronat du Sénégal

Employers Association of South Sudan

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 35

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

Federation of Saudi Chambers of Commerce

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

United States Council for International Business

Cámara de Industrias del Uruguay

Cámara Nacional de Comercio y Servicios de Uruguay

Federación de Cámaras y Asociaciones de Comercio y Producción de Venezuela

Europe and Central Asia 45

Lithuanian Confederation of Industrialists

FEDIL (Luxemburg)

Organization of Employers of Macedonia

Malta Employers' Association

Montenegrin Employers Federation

Confederation of Netherlands Industry and Employers

Confederation of Norwegian Enterprise

Employers of Poland

Business Confederation of Portugal

Employers Organisation 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



From IOE Secretary-General

Delivering for business

2023-2024 was not a business-as-usual year for IOE. The organisation faced an unprecedented challenge related to our work in the International Labour Organization (ILO) while continuing our activities to strengthen collaboration with the IOE’s global membership, influence global employment policy agendas and advocate on behalf of employers and business organisations in multiple multilateral platforms. Despite the historic pressure, we successfully raised the voice of business and brought the private sector’s extensive knowledge, expertise, resources and capacity to innovate to the international community.

In a troubling development, the ILO Governing Body, without the support of the Employers, voted to refer a dispute over the right to strike to the International Court of Justice (ICJ) in the Hague. IOE is devoting considerable resources to ensuring a robust Employers’ submission to the ICJ, defending the primary importance of protecting the tripartite system and our view that interpretation of Convention 87 should take place in the supreme decision-making body of the ILO – the International Labour Conference. IOE will regularly update its global network on the latest developments regarding the case and the ongoing efforts of the organisation to advocate for the perspective of the Employers’ Group.

On other fronts, IOE supported members through policy reviews on generative artificial intelligence, youth employment in Africa, promoting human and social skills, mental health and wellbeing at work, and profiles of employers’ just transition activities. We also had a significant presence at the international climate conference, COP28, with a dedicated pavilion and numerous side events examining how to pursue a just transition that works for business, people and the planet.

Despite the ILO headwinds and an increasingly complex global regulatory environment, IOE and its membership of 150 employers’ and business organisations remain united as we navigate these challenges head-on. As I prepare this contribution each year, I am proud of our achievements. Reflecting on our journey thus far, it becomes evident that our unwavering solidarity within the community is the cornerstone

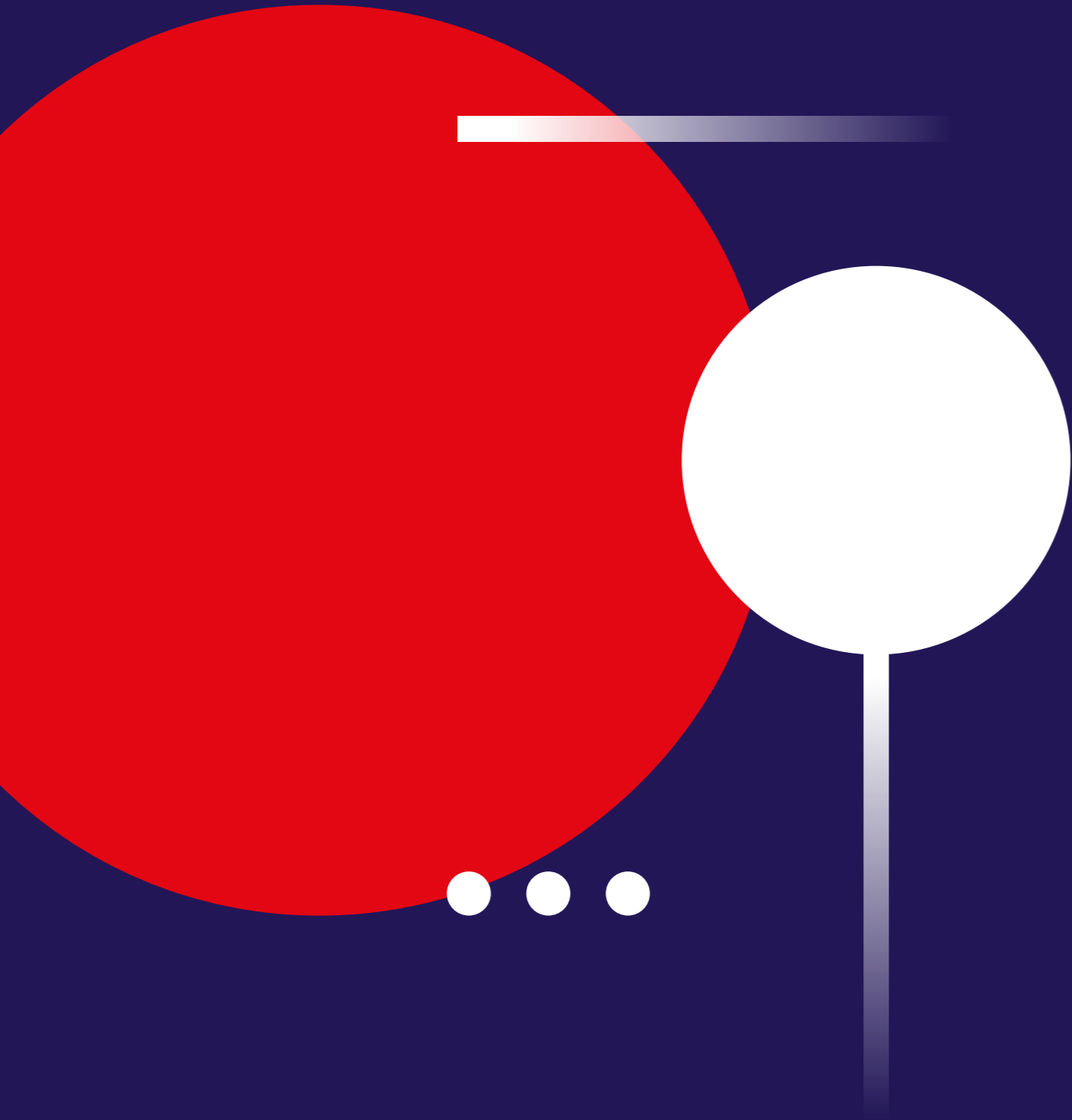
of our success in surmounting challenges and ensuring that business perspectives take centre stage in international dialogues and debates. Fundamental to our mission is our steadfast support and defence of any IOE member under threat or whose independence is at risk.

To conclude, IOE will continue to progress on its journey to provide top-tier services to our members through our robust advocacy, meticulous policy analysis, and extensive global networking.

Roberto Suárez Santos



During 2023-2024, IOE successfully raised the voice of business and brought the private sector’s extensive knowledge, expertise, resources and capacity to innovate to the international community.



VII Our team



Roberto Suárez Santos
Secretary-General



Luis Rodrigo Morales
Director of Policy



Akustina Morni
Director of Policy



Jean Milligan
Director of Partnerships
and Communications



Vanessa Dallet
Senior Financial
Adviser



Sylvia Rindlisbacher
Finance Officer



Valérie Gugl
Communications
Officer



María Roldán
Communications
Officer



Pierre Vincensini
Special Adviser



Rita Yip
Senior Adviser



Amadou Sako
Adviser and Project
Officer for Africa



Robert Marinkovic
Adviser



Sam De Bastos
Communications
Officer



Monique Depierre
Senior Management
Assistant



**Marina Wiebusch
de Faria**
Management
Assistant



**Ramon Moraes
Sales Moura**
Project Officer



Jason Pegat-Toquet
Adviser



Kinga Déry
Human Rights
Specialist



Altea Rossi
Adviser



**Natalia Privee
Boudeguer**
Adviser



Elodie Richter
Project Assistant



Bouchra Marclay
HR Officer



Emilie Villet
Team Assistant



Stéphanie Winet
Head of Stakeholder
Engagement



Anetha Awuku
Head of Projects
and Programmes



Chiara Cirelli
Head of HR
and Administration



Patricia Rindlisbacher
Accounting
Manager



A powerful
and balanced
voice for business

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