REPORT

IOE Report on the

113th Session of the International Labour Conference and the 354th Session of the ILO Governing Body

June 2025

Prepared by the IOE Secretariat

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Introduction

The 113th session of the International Labour Conference (ILC) was held from 2 to 13 June 2025 in Geneva, Switzerland. The Conference took place against a backdrop of significant global economic uncertainty, ongoing geopolitical tensions and rising challenges to multilateralism. Over 5,400 delegates attended the session, including strong representation from the Employers' Group.

This session marked an important milestone, with highly sensitive discussions, complex negotiations and notable institutional developments. The agenda included the second standard-setting discussion on the protection against biological hazards, the first standard-setting discussion on decent work in the platform economy, a general discussion on informality, and deliberations of the Committee on the Application of Standards. It also included decisions on the status of Palestine and a resolution concerning measures under article 33 of the Constitution for non-observance by Myanmar of the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), and the Forced Labour Convention, 1930 (No. 29).

The Report of the Director-General drew attention to profound disruptions facing the global economy: technological change, climate challenges, demographic shifts, trade realignments and weakened institutional trust. The Employers emphasised that restoring the link between **growth, rights and jobs** requires policies enabling enterprises to invest, formalise and generate employment at scale.

The Employers called for urgent action to foster private sector dynamism, particularly for MSMEs, through predictable regulation, simplified compliance, reduced non-wage labour costs, improved infrastructure and strong skills systems.

The Employers welcomed the focus on digital and green transitions but stressed that without investment in connectivity, digital literacy and innovation-friendly regulation, inequality risks widening. They cautioned against rigid platform work regulation that could eliminate opportunities for many workers.

Regarding global trade and supply chains, the Employers reaffirmed that open trade, responsible supply chain integration and sound governance are key engines of inclusion and prosperity. They rejected narratives portraying supply chains or market concentration as inherently harmful, emphasising that competition policy – not ideological framing – should address such concerns.

The Employers further emphasised that raising labour income shares requires enterprise-level productivity growth, SME scaling, skills development and formalisation. Addressing informality and labour market rigidities remains essential, particularly for youth and women.

On social dialogue, the Employers stressed the importance of strong, independent and representative social partners. Political interference risks undermining tripartite legitimacy. The ILO's role must remain grounded in practical, evidence-based, enterprise-centred solutions.

Other highlights, following the order of the ILC agenda:

1. The Conference adopted the **Programme and Budget for the 2026-2027 biennium**.
2. The Employers engaged actively and constructively in the discussion and outcomes of the **Committee on the Application of Standards (CAS)**, the core tripartite supervisory body of the ILO standards system. The CAS examined 24 individual country cases related to the observance of ILO Conventions and held one special sitting on the Government of Belarus' compliance with the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), and the Right to Organise and Collective Bargaining Convention, 1949 (No. 98). It considered the annual report of the Committee of Experts on the Application of Conventions and Recommendations (CEACR) and the 2025 General Survey on achieving comprehensive employment injury protection (see page 3).
3. The **Standard-Setting Committee on Decent Work in the Platform Economy** undertook its first discussion. The Committee voted to develop a convention supplemented by a recommendation on decent work in the platform economy. Consensus was reached on scope and definitions, including for the terms digital labour platform, digital platform worker, intermediary and remuneration/payment (see page 6).
4. The **Standard-setting Committee on Biological Hazards in the Working Environment** undertook its second discussion with a focus on resolving key technical and legal challenges (see page 8).
5. The **General Discussion on Promoting Transitions toward Formality** led to the adoption of a Resolution with Conclusions and Recommendations to guide an ILO plan of action and the development of time-bound road map on the topic (see page 10).
6. In the **General Affairs Committee**, the Employers supported procedural alignment with UN practice regarding Palestine, allowing for participation rights in ILO meetings. A resolution was adopted invoking article 33 of the ILO Constitution in response to Myanmar's continued non-compliance with the Commission of Inquiry's recommendations. The Employers endorsed the adoption of technical amendments to the Maritime Labour Convention and highlighted the private sector's essential role in shaping the ILO's input to the Second World Summit for Social Development (see page 13).

The opening speech by Matthias Thorns, Employers' Spokesperson, is available **here**.

The closing speech by Hamidou Diop, Employers' Vice-president**,** Senegal, is available **here** (in French).

Finance Committee

Spokesperson: Blaise Matthey (Switzerland)

IOE: Luis Rodrigo Morales, Pierre Vincensini, Vanessa Dallet

The Conference adopted the Programme and Budget for the 2026-2027 biennium. The Employers' Group stressed the need to ensure the Office's work remains efficient, focused on technical assistance, and supportive of the ILO's normative and supervisory functions. The Group emphasised budget discipline, prioritisation of resources, and better planning to serve the constituents' needs. Controversy around the inclusion in the Programme and Budget of references to gender identity and/or sexual orientation was overcome with an amendment to the Resolution acknowledging the divergence of views and recalling the decision of the Governing Body to address the matter at its coming session under a broader agenda item on challenges to the application of the principle of non-discrimination.

Committee on the Application of Standards (CAS)

Spokesperson: Kaizer Moyane (South Africa)

IOE: Rita Yip, Tessa Mitchell, Emilie Villet

The CAS once again demonstrated its ability to conduct a results-oriented tripartite dialogue and adopted clear, balanced and straightforward conclusions.

The Employers can be proud that the conclusions took into account not only the need for workers to be protected, but also the need for sustainable enterprises to develop and create employment opportunities.

During the **General Discussion,** the Employers first highlighted widespread non-compliance with ratified conventions by Member States. They underscored the **importance for states to carry out thorough assessments of their ability to comply with convention obligations before ratifying**, in consultation with social partners. This would significantly reduce the number of comments by the Committee of Experts and, thus, the burden on the supervisory system.

Second, the Employers welcomed the developments to streamline reporting under Article 22 of the ILO Constitution. They noted this could ease the reporting burden on ratifying states and improve efficiency. However, it was raised that streamlining reporting can only be effective and efficient if governments have sufficient capacity for reporting. Therefore, a more committed and deliberate approach to pre-ratification is needed to ensure ratifying states are willing and able to comply meaningfully.

Third, the Employers again called on the CEACR to consider the **needs of sustainable enterprises** in its supervisory work. Respect for international labour standards is a prerequisite for a favourable environment for sustainable businesses, but only sustainable businesses can guarantee the proper application of international labour standards providing for decent jobs and decent job creation. The Employers stressed that giving due attention to the needs of sustainable enterprises would improve the overall balance and thus the relevance and acceptance of CEACR recommendations.

Fourth, regarding **the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), and the right to strike,** which has been referred to the International Court of Justice for an Advisory Opinion, the Employers raised that this matter is still pending and they look forward to finding a constructive and unified way forward in a tripartite manner once the opinion is issued.

In the discussion and outcome of the **General Survey on achieving comprehensive employment injury protection, the Employers highlighted that the notion of protection recalls that of prevention.** Prevention mitigates risks and minimises the occurrence of work-related injuries and illnesses. Alongside employment injury schemes, it is therefore essential to develop adequate prevention mechanisms with regard to occupational safety and health.

It was highlighted that raising **public awareness and social acceptance** to learn relevant, up-to-date information on preventative measures is equally important for building a preventative culture. In that regard, workers' responsibility should be explicitly acknowledged in regulations. The Employers noted that companies are working to adopt measures that make workplaces safer. They called for reduced bureaucracy, simplification and lower costs imposed by the current occupational safety and health (OSH) system on companies. It was also raised that **shared responsibility** is crucial in administering employment injury schemes. The Employers welcomed the fact that many public and private institutions administering employment injury schemes have a **tripartite governing body** composed of representatives of the government, workers and employers.

The **discussion of the list of individual cases** was conducted successfully. A list of 24 cases including five double-footnoted cases was submitted on time and adopted by the Committee. To determine the list, a procedure based on objective criteria was applied, taking into consideration regional balance, the countries' level of development, and types of instruments.

The **conclusions of the 22 cases** and the **Belarus special sitting** reflected recommendations that reached a consensus. Two cases (Afghanistan C.111 and Nicaragua C.169) were not examined due to the absence of the Governments. As highlighted in the **Work of the Committee on the**

Application of Standards (page 7, paragraph 32), any divergent views on these issues are set out in the CAS Record of Proceedings.

The case of Nicaragua occurs in a broader context of systematic dismantling of independent organisations, including the dissolution of employers' organisations (such as COSEP), confiscation of assets, criminalisation, exile, and the disengagement of the Government from the ILO.

The case of **El Salvador concerning the Right to Organise and Collective Bargaining Convention, 1949 (No. 98)**, was particularly important for Employers. The Employers considered the situation serious and urgent, and called for a special paragraph. The case concerns allegations of interference by the authorities in employers' and workers' organisations, contrary to Article 2 of the Convention, and reported acts of harassment against an employers' organisation, ANEP. The Employers regret that the employers from El Salvador were not accredited to the ILC. Allegations of ongoing violations of the Convention by the government, including the absence of progress in genuine tripartite social dialogue, are of deep concern. The Employers deplored the acts of anti-union discrimination and the lack of legislation protecting against this behaviour.

As regards the special sitting on **Belarus**, the Government of Belarus, supported by a few like-minded countries, requested a vote on the conclusions of the case. There were **2,584 votes in favour, 72 votes against** and **112 abstentions**. The Employers considered the Belarusian government's call for a vote on the CAS conclusions and subsequent declaration that it would not accept the CAS conclusions – despite their adoption by a large majority – an unprecedented affront to the CAS and the ILO standards supervisory system as a whole.

The speech of Kaizer Moyane, Employers' Spokesperson for the General Discussion, is available **here.**

The speech of Sonya Janahi, Employers' Spokesperson for the General Survey, is available **here.**

The speech of Kaizer Moyane, Employers' Spokesperson for the adoption of the CAS report, is available **here.**

Standard-Setting: Platform Economy (first discussion)

Spokesperson: Ewa Staworzynska (USA)

IOE: Stéphanie Winet, Jason Pegat-Toquet, Aline Cottagnoud

The 113th ILC saw the first discussion of the standard-setting item on decent work in the platform economy. The Employers' Group engaged actively and constructively, emphasising the need for an outcome that protects workers and allows platform business models to continue contributing to employment creation, entrepreneurship, formalisation and innovation. The full record of proceedings can be found **here**.

Key outcomes of the discussion:

- The Committee agreed to pursue the adoption of a convention supplemented by a recommendation, with the second discussion scheduled for the 114th ILC in 2026.
- Importantly, agreement was reached on the definitions and scope that will serve as the legal foundation for the instruments, which reflect several core Employer priorities.
- The simplified amendment procedure suggested in the original Office text was not adopted. The Employers strongly opposed the costly and counterproductive procedure that would entail continued revision of the instrument.

Agreed definitions include:

- **Digital labour platform:** A legal person or, where applicable under national law, natural person that, through digital technologies, using automated decision-making systems, organises and/or facilitates work performed by persons for remuneration or payment, for the provision of service, upon request of the recipient or requestor, regardless of whether that work is performed online or in a specific geographic location.
- **Digital platform worker:** A person employed or engaged to work for the provision of service organised and/or facilitated by a digital labour platform; for remuneration or payment; regardless of their classification of status in employment.
- **Intermediary:** A legal person or, where applicable under national law, natural person that makes available the work of a digital platform worker: through contractual relationships with the digital labour platform and with the digital platform worker; or as part of a subcontracting chain between the digital labour platform and the digital platform worker.
- **Remuneration/payment:** The amount due under national laws, regulations, collective agreements or contractual obligations, to a digital platform worker, according to their classification of status in employment, in exchange for the work performed.

Remuneration does not include any compensation for expenses or other costs incurred by digital platform workers in carrying out their work.

The Employers welcomed those definitions as a necessary step toward legal clarity, particularly regarding the distinction between work that is *organised* versus merely *facilitated* by platforms - an important nuance to avoid overbroad regulatory capture and to ensure a clear distinction between employees of platforms and self-employed people offering services through platforms.

Employers' key positions throughout the discussion:

- The Employers strongly advocated for a principle-based and flexible approach, emphasising that regulatory responses must respect the extreme diversity of platform business models, workers' status and national legal systems.
- The platform economy offers significant economic opportunities, particularly for marginalised groups, youth, women, entrepreneurs and MSMEs. In many countries, it facilitates formalisation, provides additional income streams, supports SMEs and enables technological innovation and cross-border service provision.
- Any new standards must respect the distinction between self-employed people and employees. Legal ambiguity in this area risks undermining national labour frameworks and generating regulatory uncertainty. It is imperative that the instrument respects existing labour relations systems and commercial laws.
- The Group rejected overly prescriptive or ambiguous language, stressing that an inflexible instrument would deter ratification, compromise innovation and create legal risks for businesses and workers alike.
- The Employers firmly opposed proposals for simplified amendment procedures that could bypass full tripartite oversight in future revisions. The idea was excluded from the draft convention.

Elements agreed for inclusion in the draft convention (pending second discussion):

- Coverage of all digital labour platforms as per the agreed definition.
- Coverage of all digital platform workers in the formal and informal economy unless otherwise specified in the Convention.
- Exceptions for limited categories of digital labour platforms and digital platform workers. Member States may not apply certain provisions of the convention to digital platform workers who are not in an employment relationship.
- Provisions on data protection, privacy and the impact of algorithmic systems on work.

Next steps:

The Office will prepare the full draft text of the convention and recommendation for the second discussion in 2026. Tripartite technical meetings may be convened until June 2026 to further strengthen the understanding of each Group. The Employers will continue to defend their priorities during the second stage, focusing on achieving a balanced, practical and ratifiable outcome that preserves innovation, respects diverse national systems and delivers real benefits for enterprises, workers and economies.

Standard-Setting: Biological Hazards (second discussion)

Spokesperson: Delphine Rudelli (France)

IOE: Pierre Vincensini, Robert Marinkovic, Natalia Privee

The 113th ILC concluded the second discussion of this standard-setting process, resulting in the adoption of the Convention concerning prevention and protection against biological hazards in the working environment, 2025 (No. 192), accompanied by a recommendation. While the Employers' Group had consistently advocated for a stand-alone recommendation – considering the diversity of national OSH systems and the need for flexibility - the majority of Governments supported the adoption of a binding convention supplemented by a recommendation.

Throughout the two-year process, the Employers consistently sought pragmatic, risk-based and implementable instruments that would enable ratification across diverse national contexts.

Key aspects and achievements:

The Convention reflects several critical Employer priorities:

- A workable, technically sound and sufficiently clear definition of biological hazards was adopted, anchored in OSH principles. Most importantly, the Convention emphasises that employer responsibilities are limited to working environments under their control.
- The Convention is underpinned by a risk-based approach, the hierarchy of controls, and recognition of shared responsibilities between governments, employers and workers - key foundations of any effective OSH system.
- The Employers successfully ensured that workers' duties were included alongside rights - a long-standing Employer priority consistently resisted by the Workers' Group. They also balanced the text by introducing the critical notion of ensuring business continuity.

- The Convention allows for limited sectoral exclusions, recognising the need for proportionality in sectors where application may pose particular challenges.
- Several controversial proposals, strongly pushed by Workers, were successfully avoided in the Convention. These included the extension of protection regardless of employment status, and the inclusion of vague concepts such as due diligence obligations for global supply chains in the context of cross-border risks.

Despite those important achievements, some challenges remain:

- The Employers had called for a clearer delineation between biological hazards arising from work-related activities and those stemming from public health situations (such as pandemics), where employers may have limited or no control. This distinction remains insufficiently articulated in the adopted text and will require careful attention during national implementation.
- The Recommendation, while intended to offer guidance, exceeds its purpose by introducing prescriptive elements and incoherencies that risk undermining the consistency and ratifiability of the overall package. In particular, last-minute additions such as the explicit participation of workers and their representatives in certain OSH management processes go beyond established national practices and create new ambiguities. These provisions may create particular challenges for SMEs and employers in certain regions.
- The Recommendation also unnecessarily singles out multinational enterprises for responsibilities already covered by national laws, raising concerns about potential precedents for future standard-setting exercises.

The negotiation process proved challenging due to the volume of amendments, frequent procedural uncertainties, and limited willingness for substantive dialogue, particularly in the second year. Nonetheless, after two intense years of work, consensus on the Convention was achieved, avoiding recourse to formal votes.

The Employers remain committed to supporting the Convention's ratification and practical implementation, while continuing to caution against provisions in the Recommendation that could undermine the instrument's usability. Going forward, the Employers will monitor developments closely and work with governments to ensure national implementation reflects the practical, principle-based approach required for effective worker protection and business continuity.

The Committee's webpage with further information is available **here**. The Conference adopted a Convention and a Recommendation.

Addressing Informality and Promoting the Transition to Formality for Decent Work (General Discussion)

Spokesperson: Farooq Ahmed (Bangladesh)

IOE: Akustina Morni, Amadou Sako, Anetha Awuku, Anelise Araujo

The 113th ILC general discussion was an important stocktaking exercise ten years after the adoption of Recommendation No. 204 concerning the transition from the informal to the formal economy (2015). The Employers played an active role in ensuring the conclusions reflected the realities enterprises face and emphasised that the pathway to formality must be grounded in enabling business environments, productivity growth, investment and enterprise viability.

Informality remains a systemic global challenge, affecting more than 60 per cent of workers worldwide and more than 80 per cent of enterprises, with particularly acute levels in developing and emerging economies. The Employers stressed that while informality reflects complex structural conditions, it also represents a persistent economic crisis that undermines sustainable enterprise development, tax systems, public finances, social protection and economic resilience. The transition to formality is thus indispensable not only for the protection of workers but for the creation of stable and productive economies.

Key aspects and achievements:

Throughout the discussion, the Employers underlined several core messages:

- Productivity is the foundation of sustainable formalisation. Raising productivity is critical to make formalisation feasible for MSMEs. Enterprises trapped in low-productivity activities lack the margins to absorb regulatory compliance costs, making formalisation unviable without targeted support for upgrading, skills development and access to markets and technology.
- An enabling environment for companies is central. Simplified administrative procedures, proportionate taxation and tax incentives, access to finance, digital tools and coordinated policy frameworks are essential to reduce the cost and complexity of formalisation. The Employers emphasised that excessive regulatory burdens, a lack of support, and fragmented institutional mandates continue to deter many businesses from entering the formal economy.
- Targeted, differentiated approaches are needed. Informal enterprises and workers are highly heterogeneous. Formalisation strategies must therefore be tailored to the

circumstances of different sectors, enterprise sizes and groups in situations of vulnerability.

- Social partners play a critical role. The Employers highlighted the importance of strengthening the capacity of representative employers' and workers' organisations to provide advisory services, build outreach to informal actors, and contribute to coordinated policy development at national and sectoral levels.

The Employers also stressed that formality is not an end in itself but a means to unlocking sustainable development, entrepreneurship, decent work and economic growth. They highlighted the key role of governments in that process. A transition to formality must therefore be incentive-based, gradual and aligned with enterprise realities. The Employers firmly rejected the persistent view that a regulatory approach alone will achieve large-scale formalisation.

As for the final outcome, the Employers' Group was successful in:

- Avoiding references to legislation when it came to due diligence in supply chains, which falls outside the scope of the discussion on informality. The text where due diligence appears also states "in line with the Tripartite declaration of principles concerning multinational enterprises and social policy and the United Nations Guiding Principles on Business and Human Rights" and mentions "mechanisms that support economic units in adapting to the implied requirements". This was important to balance the text.
- Removing the word global concerning supply chains. The state also has a role to play in promoting decent work in domestic supply chains. The idea was to remove the stigmatisation of 'global supply chains' vis-à-vis domestic supply chains.
- Removing references to insecure forms of work, precarious work, dependent contractors and casual workers. The terms are vague, and the first two have a negative connotation.
- Removing platform workers from the list of groups in a situation of vulnerability. Working through a platform does not mean being in a situation of vulnerability. That was an important win for the Employers, especially with another discussion on the platform economy taking place in parallel.
- Removing references to social dumping, and punitive or trade-based sanctions or clauses; they do not promote formalisation.

The conclusions adopted by the Committee reaffirm the centrality of Recommendation No. 204 and incorporate important new elements, many aligned with the Employers' priorities:

- Recognition that productivity growth, enterprise development and access to markets and finance are essential drivers of formalisation.

- Emphasis on the role of digital tools in simplifying registration, facilitating compliance and expanding access to services.
- Support for business development services, targeted fiscal incentives and simplified compliance systems to help enterprises formalise.
- Affirmation that good governance, institutional coherence, legal certainty and effective social dialogue are prerequisites for success.
- Acknowledgement that formalisation processes must be designed to avoid unintended consequences such as enterprise closure or job losses due to compliance requirements being unmanageable for micro-enterprises.
- Inclusion of public-private partnerships, strengthening of private employment agencies, gender-responsive measures and language on living wages in accordance with the conclusions of the meeting of experts.

Importantly, the conclusions mandate the ILO Office to prepare a comprehensive plan of action and a time-bound road map nn innovative approaches to address informality, with full involvement of the tripartite constituents. The plan is to be presented for consideration at the 355th session of the Governing Body in November 2025. It will inform the preparation of the future programme, budget proposal, and mobilisation of extrabudgetary resources. The Global Roadmap and the Programme and Budget explicitly mentioned in the final text were spearheaded by the Employers. That represents a significant victory, and an opportunity for the Employers' Group to continue influencing future work to ensure formalisation strategies remain grounded in the realities of enterprise development, job creation and sustainable economic growth.

The Employers strongly supported the outcome of the process.

The speech of Farooq Ahmed, the Employers' Spokesperson at the adoption of the Committee's report, is available **here**.

The adopted text of the Resolution is available **here**.

General Affairs Committee

Spokesperson: Jacqueline Mugo (Kenya)

IOE: Luis Rodrigo Morales

The Employers actively participated in the discussions of the General Affairs Committee:

- Palestine: The Conference adopted a resolution adjusting the ILO's institutional practice to align with UN General Assembly Resolution ES-10/23, granting Palestine enhanced participation rights. The Employers supported this adjustment as an institutional measure rooted in alignment with the multilateral system, not as a political endorsement.
- Myanmar (Article 33): The Conference adopted measures under Article 33 of the ILO Constitution in response to Myanmar's continued non-compliance with the Commission of Inquiry's recommendations. The Employers stressed that the measures must be evidence-based and proportionate, and must avoid economic sanctions that could harm workers, enterprises and livelihoods. The Group reaffirmed its commitment to supporting constructive engagement, dialogue and technical assistance.
- Maritime Labour Convention (MLC) Amendments: The Employers endorsed adoption of amendments to the MLC on repatriation, shore leave and shipboard violence, emphasising the need for legal clarity, coherence and national-level consultations with the maritime sector.
- World Summit for Social Development (Doha, 4–6 November 2025): The Employers supported the adoption of the resolution on the ILO's tripartite input for the 2025 Second World Summit. The Group emphasised the critical role of the private sector, the role of MSMEs as job creators, and the importance of productivity and skills. They stressed that employers' organisations must be included in the Summit process.

The Report of the General Affairs Committee can be found **here**.

Credentials Committee

Spokesperson: Fernando Yllanes (Mexico)

IOE: Luis Rodrigo Morales

The Credentials Committee is responsible for overseeing the composition of the ILC, monitoring cases related to the nomination of delegations, and examining objections and complaints concerning credentials, in accordance with Article 3 of the ILO Constitution and the Standing Orders of the International Labour Conference.

During the 113th ILC, the Credentials Committee reviewed several cases where concerns persisted regarding the nomination process of certain delegations. It continued its monitoring of five cases under Article 34: Belarus, Djibouti, Mauritania, Nicaragua and the Bolivarian Republic of Venezuela. In these cases, the Committee noted ongoing issues related to the lack of agreement with the most representative workers' or employers' organisations when designating tripartite delegations. In particular:

- **Belarus:** The Committee renewed its monitoring due to the continued exclusion of independent trade unions from the nomination process of the Workers' delegation.
- **Djibouti:** The Committee expressed serious concerns about the absence of objective criteria to determine workers' representativeness and maintained monitoring, noting again the need for concrete measures.
- **Mauritania:** The Committee regretted delays in organising trade union elections and extended monitoring, urging the government to finalise the process determining trade union representativeness.
- **Nicaragua:** The Committee noted with concern the absence of any Nicaraguan delegation following the government's declared intention to withdraw from the ILO, and maintained monitoring due to the unresolved issues related to the nomination of the Employers' delegation.
- **Bolivarian Republic of Venezuela:** The Committee renewed the monitoring, noting that the Workers' delegation continued to be nominated by the government without agreement among the various representative workers' organisations.

The Committee examined several **objections**, including:

- **El Salvador:** For the third consecutive year, the government failed to nominate an Employers' delegate in agreement with the most representative employers' organisation (ANEP). The Committee stressed the government's obligation to engage in genuine consultation and ensure full compliance with Article 3 of the Constitution.

- **United States of America:** The Committee trusted that the government would establish objective and verifiable criteria to determine workers' representativeness in time for nominating the delegation for the next ILC. It also trusted that where multiple representative organisations existed nominations would be made in agreement with all of them, in line with article 3(5) of the ILO Constitution.
- **Ecuador, Chile, Côte d'Ivoire, Djibouti, India, Liberia, Malaysia, Panama, Somalia and Tunisia:** The Committee examined various objections related to the nomination of Workers' delegations, often concerning a lack of consultation, unclear application of representativeness criteria or unresolved internal trade union conflicts.

Finally, the Committee addressed **complaints against Kyrgyzstan and the Democratic Republic of the Congo concerning the non-payment of travel and subsistence expenses.**

The Employers reaffirmed that full compliance with the ILO Constitution requires that tripartite delegations be nominated in genuine consultation with the most representative employers' and workers' organisations. The recurrence of several long-standing cases highlights the need for greater accountability and respect for tripartite principles in the credentialing process.

The Committee made recommendations to the Conference on the basis of its findings. They can be found **here**.

IOE Special Sessions

Sustainability of Pension Funds

IOE convened a roundtable entitled *Ensuring the Long-Term Sustainability of Social Protection and Pension Systems*, bringing together employer representatives from diverse regions to exchange experiences and reform strategies. The session featured insights from Guillermo Arthur (FIAP), Shahra Razavi (ILO) and national leaders from Nigeria, Malaysia and Mexico. They highlighted common challenges including demographic shifts, fiscal pressures and coverage gaps. Discussions underscored the importance of adapting pension systems to evolving labour markets while safeguarding fiscal sustainability, equity and business viability.

354th Session of the Governing Body – 14 June

The 354th session was held on 14 June 2025. The documents can be found **here**.

It addressed key items arising from developments during the 113th ILC and from ongoing institutional, political and supervisory matters.

The main items on the agenda included:

- Election of Officers: **The Governing Body elected Ms Anoushe Karvar (France) as its new Chairperson for the 2025–2026 term**, succeeding Ambassador Yun (Republic of Korea). Mr Matthias Thorns was re-elected as Employers' Vice-Chairperson, and Ms Catelene Passchier (Netherlands) was re-elected as Workers' Vice-Chairperson.
- **Questions arising from the 113th ILC**: The Governing Body noted lessons learned from the 113th ILC. The Employers expressed appreciation for improved logistics but raised concerns regarding voting procedures and the need to ensure better procedural clarity and balanced treatment across groups, particularly during complex standard-setting discussions.
- Developments in the application of the resolution concerning the **Russian aggression against Ukraine**: The Governing Body reviewed the continued impact of the war on the Ukrainian economy, including on MSMEs and business continuity, and labour market disruptions. The Employers reiterated their solidarity with Ukraine, highlighted the ILO's constructive support to employers' organisations, and encouraged continued institutional engagement with the Ukrainian authorities to sustain recovery and reform processes.
- Appointment of a Commission of Inquiry on **Nicaragua**: The Governing Body established a Commission of Inquiry under Article 26 of the ILO Constitution due to Nicaragua's ongoing refusal to engage with ILO supervisory bodies. The Employers underscored the seriousness of this unprecedented step and expressed full support for the Commission's work in defending fundamental ILO principles, particularly in solidarity with the Nicaraguan employers' organisation, COSEP.
- **ILO Reform** – The ILO in a Changing Multilateral Environment: The Governing Body engaged in a forward-looking discussion on the ongoing institutional reform process, aimed at enhancing the ILO's effectiveness, agility and responsiveness in a rapidly evolving multilateral landscape. The Employers' Group reaffirmed that any reform must remain rooted in the ILO's core mandate and tripartite identity. Reforms should be constituent-driven, respect the governance prerogatives of the Governing Body, and steer clear of mission drift or bureaucratic expansion.

During the session, UN Under-Secretary-General for Policy Guy Ryder addressed the Governing Body and presented the UN80 initiative, underscoring the need for modernised multilateralism anchored in relevance, delivery and inclusive partnerships. While welcoming the broader UN vision, the Employers cautioned that the ILO must not lose sight of its unique technical and supervisory role. The Group stressed that reforms should aim to enhance the ILO's capacity to support sustainable enterprises, decent work and social dialogue - rather than dilute its focus through alignment with broader but less clearly defined UN development agendas.

The discussion is expected to continue during the November session of the Governing Body, where concrete reform proposals will be further examined.

- **Committee on Freedom of Association (CFA):** The Governing Body adopted the CFA's 411th report. The Employers highlighted serious and urgent cases (including Venezuela, Myanmar, Guatemala, El Salvador, Bangladesh, Colombia, Cuba and Jordan), underlining the need for timely resolutions, full respect for local judicial processes, and sustained technical assistance where appropriate.
- **Amendments to reporting under the Maritime Labour Convention (MLC, 2006)**: The Governing Body adopted technical updates to reporting under Article 22 to align with the 2022 amendments to the MLC.
- **Composition, agenda and programme of standing bodies and meetings**: The Governing Body endorsed the proposal to postpone the next meeting of the Standards Review Mechanism Tripartite Working Group, reflecting the need for further preparatory work to address the legal complexities of outdated but still highly ratified conventions. A meeting between the president of the Standards Review Mechanism and the spokespersons of the Employers, Workers and Governments will be convened to agree on a recommendation on the way forward, to be presented to the Governing Body in November. The Governing Body also appointed new members to the CEACR.

The 355th Session of the Governing Body will take place from 17 to 27 November 2025.

A powerful
and balanced
voice for business

Chemin du Pommier 42 (Kyoto) –
1218 Le Grand-Saconnex
Geneva – Switzerland
T +41 22 929 00 00 F +41 22 929 00 01
ioe@ioe-emp.com • ioe-emp.org