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### SIXTH ITEM ON THE AGENDA

## Progress report on the implementation of the Enterprises Initiative

#### Purpose of the document

This paper presents a progress report on the implementation of the Enterprises Initiative and the strategy for wider ILO engagement with the private sector, and draws lessons for improvement.

The Governing Body is invited to request the Director-General to continue improving ILO engagement with the private sector in line with the Enterprises Initiative objectives and as guided by the Governing Body (see the draft decision in paragraph 43).

**Relevant strategic objective:** All.

**Main relevant outcome/cross-cutting policy driver:** Outcome 4: Promoting sustainable enterprises and all cross-cutting policy drivers.

**Policy implications:** Advancing the strategic objectives of the ILO by engaging with the private sector.

**Legal implications:** None.

**Financial implications:** None.

**Follow-up action required:** Depending on the decision of the Governing Body.

**Author unit:** Enterprises Department (ENTERPRISES).

**Related documents:** GB.334/INS/13/1; GB.331/INS/18/1; GB.329/INS/6; GB.328/POL/2; GB.326/INS/3; GB.321/INS/6; GB.320/INS/5/1; GB.320/INS/5/2; GB.320/POL/10; GB.319/INS/5(Rev.).



## Introduction

1. The Enterprises Initiative was launched as one of seven Centenary Initiatives. Through a process of direct and constructive engagement, the Enterprises Initiative aims to capitalize on the experience of enterprises by identifying areas where the ILO can work with them to achieve its goals.
2. The ILO engages with enterprises across all of its strategic objectives, in all regions of the world, and works with enterprises of all sizes to facilitate two-way learning. Through the Initiative, the ILO improves its understanding of enterprise realities in addressing decent work challenges, while enterprises gain a fuller knowledge of relevant ILO instruments and policies and are able to leverage the expertise and reach of the ILO.
3. At its 321st Session (June 2014), the Governing Body endorsed a strategy for wider ILO engagement with the private sector to implement the Enterprises Initiative and established a methodology and internal procedure for ILO engagement. The Bureau for Employers' Activities (ACT/EMP) and for Workers' Activities (ACTRAV) were designated as the entry point for company management and trade unions, respectively, with the relevant policy departments and field offices taking the lead on issues or activities that fall within their portfolios or regions.
4. The Governing Body reviewed progress reports on the implementation of the Enterprises Initiative in 2016 and 2017. This is the third progress report on the Enterprises Initiative and it draws lessons from discussions on broadening and deepening ILO engagement with the private sector and presents the work of the Office in this regard.

## Enterprises Initiative narrative

5. The Enterprises Initiative has confirmed the importance of the ILO's engagement with the private sector to help achieve the goals of the Organization by providing insights and lessons that can be fed into policymaking. Engagement with enterprises can act as a bridge between the ILO's normative function and efforts to ensure that the normative instruments actually take effect on the ground. As an example, in the outcome dedicated to promoting sustainable enterprises of the current ILO programme and budget, of 76 national targets assigned to this outcome, 65 have an ILO standards-related content and 72 a social dialogue-related content.
6. The diverse nature of enterprises has led to both opportunities and challenges. Engagement and activities with large enterprises have proven far easier than engagement with small and medium-sized enterprises (SMEs), which are less organized and less prepared for formal engagement.
7. Working through employers' and workers' organizations to reach larger numbers of enterprises, and particularly SMEs, has proved successful and needs to be a future area of focus. Furthermore, greater success has been achieved where there has been a more structured approach, such as through the global business networks, which are well positioned to address areas identified in the report of the Global Commission on the Future of Work, *Work for a brighter future*.<sup>1</sup>
8. Besides the global business networks, a number of ILO programmes have provided a solid platform for direct and successful engagement with enterprises, such as the Better Work

<sup>1</sup> ILO: *Work for a brighter future*, Global Commission on the Future of Work (Geneva, 2019).

Programme and the Sustaining Competitive and Responsible Enterprises Programme (SCORE).

9. A further success has been the approach of encouraging a two-way learning process, where both the ILO and the enterprises learn from the engagement. One of the challenges, however, has been the ability to scale up activities where – outside of the business networks and the ILO programmes – better integration of activities will lead to improved outcomes. The recently published internal governance document pertaining to worker and employer activities has recognized this and provides guidance on how to improve.
10. Many of the activities reported under the Enterprises Initiative are linked to the Decent Work in Global Supply Chains action plan and as matters progress the alignment with the plan of action continues to strengthen.
11. Some other lessons learned include:
  - (a) the ILO increases scale and impact by working with enterprises through all of the different types of engagement. The ability to spread good practices through workers' organizations, employers' organizations, business networks, and country activities, among other methods, creates opportunities to increase the impact of ILO activities;
  - (b) some of the project evaluations have shown that working with groups of companies can have greater impact and sustainability. Working with individual companies can increase some risks, such as lack of sustainability or reduced internal coordination.
12. The Enterprises Initiative **is a process, not an outcome**, and the ILO is still in the relatively early days of this process. There is no single approach to engagement that will work in every situation, so experimentation and different approaches will always be part of the process. But the Enterprises Initiative has led to better internal coordination between departments, and a continued and more integrated approach will lead to a deepening of enterprise engagement and a scaling up, which will in turn lead to greater impact.

## A. Enterprise and supply chain policies and practices

### *Global business networks*

13. While the Office regularly engages with multinational enterprises on their social policies through a variety of means, a number of global business networks on specific issues have been established.
14. In October 2017, the **Child Labour Platform (CLP)** held its eighth global meeting on the role of business in the elimination of child labour. In 2017–18, two business round tables were held in Pakistan, one key outcome being a plan to scale up collaborative efforts to address child labour. In 2018 a CLP member company hosted a meeting in Paris on building a joint approach for minerals supply. The CLP also hosted a global webinar on measures to combat child labour and forced labour in Uzbekistan's cotton harvest in 2018 and carried out new research on child labour in mining and in the recycling industry. In 2018 the CLP held its ninth global meeting in Geneva, featuring a high-level visit from the Ministry of Labour and Employment of India. In addition, the CLP held a meeting in Mexico in 2018 to share knowledge and explore collaborative action to tackle child labour in the recycling industry. CLP membership currently stands at 11 companies, two industry-funded foundations, two United Nations agencies and a civil society organization.

- 15.** The **ILO Global Business Network on Forced Labour (GBNFL)** was opened for membership to businesses and employers' and business membership organizations (EBMOs) in June 2018 in Singapore. Through consultations held in Europe, Asia and the United States with companies and EBMOs during the course of 2018, the GBNFL determined three focus areas: (1) supporting the coordination and collaboration of businesses of all sizes and in all sectors; (2) catalysing change by identifying and developing tools and approaches designed to scale change within small enterprises; and (3) promoting structural change by enhancing the role of business in national policy and programme formation. A steering committee was established to guide the strategic direction and operational activities. In 2019, the secretariat of the GBNFL, hosted by ACT/EMP and the Fundamental Principles and Rights at Work Branch, will support the Network in growing membership, coordinating activities, managing collaboration and gathering continual feedback from members. The GBNFL will also continue to liaise closely with Alliance 8.7 and other multi-stakeholder initiatives.
- 16.** The **ILO Global Business and Disability Network** has grown steadily since its launch in 2010 and currently consists of 27 multinational companies, 29 national and one regional business and disability network, and eight international not-for-profit and disabled people's organizations. At the 2018 annual meeting of the ILO Global Business and Disability Network, four global companies signed its Charter containing ten disability inclusion principles for business. The China Chapter of the Global Network was established in July 2018 and the Global Network supported the launch of the India Business Disability Network in January 2019. Together with the UN Global Compact, the Global Network produced a *Guide for business on the rights of persons with disabilities*, which is available in Arabic, English, French, Portuguese and Spanish.
- 17.** The **Global Apprenticeship Network (GAN)** is a business-driven alliance with the goal of encouraging and linking business initiatives on skills and employment opportunities for youth – notably through apprenticeships. The GAN, an initiative of the International Organisation of Employers (IOE), includes the ILO and the Organisation for Economic Co-operation and Development (OECD) as partner institutions. It currently has 15 member companies at the chief executive officer (CEO) level and has launched 14 national networks spanning four continents. Efforts by the GAN up until 2018 are reported to have resulted in 9.3 million opportunities for youth, a global network of 244 companies, 15 toolkits issued and 207 best practices shared.
- 18.** The **Global Business Network for Social Protection Floors (GBN)** is a leading knowledge-sharing platform for enterprises on social protection, as well as a unique opportunity for the private sector to actively support the achievement of Sustainable Development Goal (SDG) targets 1.3 and 3.8. The GBN has a total of 80 participating enterprises and employers' organizations. The fourth annual meeting of the GBN took place in Geneva on 23 October 2018 to review achievements in the development of corporate guarantees for employees, the business case for social protection, capacity-building activities for employers' organizations, the development of local GBN networks, and country projects to support SDG targets 1.3 and 3.8. Members committed to specific actions and milestones in 2019: to develop a global version of the good practices guide on the development of corporate social protection guarantees; to conduct two thematic webinars to facilitate knowledge and experience sharing in 2019; to complete two additional research papers on the business case; to conduct one joint project to support national social protection systems and floors; and to develop and inaugurate at least one additional national or regional network.
- 19.** The Office regularly engages with enterprises outside the formal business networks, including through bilateral meetings and participation in industry conferences. The Director-General held numerous meetings with company CEOs or other senior executives in 2017–18 to explore areas of mutual interest or possible collaboration, and frequently speaks

to the global labour relations or sustainability teams of various companies. He notably spoke at a number of business conferences, including the 2018 Engaging Business Forum: Collaboration Through Partnerships to Address Business and Human Rights Trends and Developments, co-organized by the IOE, the 2018 UN Forum on Business and Human Rights, and a business conference on the future of work to present the recommendations of the Global Commission on the Future of Work.

### ***ILO engagement with SMEs and cooperatives***

20. In the area of entrepreneurship and SMEs, **Start and Improve Your Business (SIYB)** has reached roughly 15 million participants over the last ten years. New implementation agreements and projects have started in the past 12 months with the Vice-Ministry for Entrepreneurship in the Dominican Republic, the SME Agency in Georgia, the Micro, Small and Medium Enterprises Development Agency (MSMEDA) of the Egyptian Government, the new SME Agency in Sierra Leone, the National Employment Agency in Tunisia (ANETI), the public employment services in Ukraine and the National Confederation of Entrepreneurs (Employers) Organizations of the Republic of Azerbaijan (ASK).
21. Sustaining Competitive and Responsible Enterprises (SCORE) is a global ILO programme that aims to improve productivity and working conditions in SMEs. In 2017–18, it trained 6,621 workers and managers in 691 SMEs. SCORE supports the expansion of the skills and knowledge of policymakers and ILO constituents to develop effective interventions on SME productivity and working conditions, through the course “SME Productivity: A course for policymakers”. More than 300 policymakers have been trained during Phase III, since November 2017. In September 2018, the ILO SCORE programme, with the International Training Centre of the ILO (Turin Centre) and the OECD, conducted “SME Productivity: A course for policymakers” in Accra, Ghana. The course was attended by over 40 government, employer and worker participants. In a similar vein, in November 2018, ACTRAV and the Japanese Trade Union Confederation (JTUC-RENGO) organized a workshop entitled “Decent Work and Productivity Improvement for Sustainable Development in Africa”. Examples and case studies of how social dialogue at the enterprise level supports firm-level productivity improvements constituted the focus of the presentation.
22. SCORE identified the need for a tool to help lead buyers tackle supply chain development on gender issues in Colombia. The new tool helps identify gender biases in SMEs and supports the implementation of gender equality measures in the Plurinational State of Bolivia, Colombia, Peru and Turkey. In China, SCORE now works closely with multi-stakeholder initiatives, including the Ethical Trading Initiative (ETI), which helps to encourage more lead buyers to join the effort to improve the productivity and working conditions of SMEs in their supply chains. The ETI sponsored SCORE training for 17 Chinese factories that have supplied products to eight ETI member brands since 2017.
23. The ILO **Social Finance Programme** continued to encourage innovative approaches to important social issues. The programme has worked with more than 80 organizations, including banks, impact investors, microfinance institutions and insurance companies, to help them develop innovative financial and related non-financial services that contribute to achieving decent work. Collaboration with industry associations in financial inclusion, impact insurance and sustainable investing has informed impact measurement frameworks. Examples include “The Universal Standards for Social Performance Management: A Comprehensive Resource for the Microfinance Industry” and the financial inclusion theme of the Global Impact Investing Network. Lessons learned from cutting-edge solutions were shared with over 49,000 stakeholders.
24. Since 2010, the ILO has collaborated with the **Japanese Consumers’ Co-operative Union (JCCU)** to organize an annual joint study tour for selected African cooperative leaders to

visit Japan and to benefit from exposure to the diverse experiences of Japanese cooperatives, with 38 senior cooperative leaders from 16 African countries participating in nine study tours to date. A technical cooperation project on knowledge sharing with research and communication components was launched in 2014 for three years and has been extended into a second phase from 2017 to 2020 with funding from JCCU in the amount of US\$1 million.

25. The ILO has supported its constituents in facilitating micro and small **enterprise formalization** in 21 countries. In line with SDG target 8.3 and the ILO Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204), national diagnoses on informality among enterprises have been conducted in nine countries. National or regional strategies and/or action plans have been, or are in the process of being, developed in several countries, such as Cabo Verde, Cameroon, Ghana, Mexico, Senegal and South Africa. A new methodology to measure informality among enterprises and engage in policy dialogue was developed by the Enterprises Department and has been piloted in Cameroon.

### ***Partnerships and other ILO programmes***

26. There are currently 185 ongoing **public–private partnerships (PPPs)**, of which 133 are partnerships with companies amounting to a total budget of US\$57.8 million. In 2017–18, 48 per cent of all PPPs (60 per cent in monetary terms) comprised partnerships with enterprises to address systemic issues in various sectors, both through agreements with individual actors in the private sector and through alliances and pooled initiatives. In 2017–18, new PPPs with enterprises focused on youth employment, fundamental principles and rights at work in the supply chain, and social finance. One third of funded PPPs with enterprises have a global coverage, followed by coverage for the Asia and the Pacific region (24 per cent).
27. The **Better Work programme** continues to work with more than 100 brands and over 1,600 supplier factories employing more than 2.2 million people, 80 per cent of whom are women. The programme is currently operating in eight countries (Bangladesh, Cambodia, Ethiopia, Haiti, Indonesia, Jordan, Nicaragua and Viet Nam), while activities have been piloted in Egypt, and other countries are under consideration. The new Better Work flagship programmes strategy aims to significantly increase programme impacts for constituents in the period until 2022. Building on the guidance from the general discussion concerning decent work in global supply chains held at the 105th Session of the International Labour Conference in 2016 and the lessons learned from the Better Work impact assessment of that year, initiatives are under way to scale impacts through new partnerships and by building the capacity of constituents to address decent work deficits in global supply chains as well as by expanding activities at enterprise level in member States.
28. In the area of **Occupational Safety and Health (OSH)**, the Office has launched the **Safe and Healthy Youth Project**, which started project implementation in the pilot countries of Myanmar, the Philippines and Viet Nam, and has been expanded to cover Argentina, Colombia, Côte d’Ivoire, Indonesia and Uruguay. At the global level, the project hosted a SafeYouth@Work Congress in Singapore during the XXI World Congress on Safety and Health at Work in September 2017. In marking the 2018 World Day for Safety and Health at Work, the project conducted activities devoted to young worker issues. The project also partnered with the **Vision Zero Fund (VZF)**. The Fund’s steering committee has authorized project interventions in Colombia, Ethiopia, Lao People’s Democratic Republic, Madagascar, Mexico, Myanmar and Tunisia, with an initial focus on enterprises in the garment and agro-food sectors. VZF interventions are being extended to involve the participation of both international buyers and local suppliers.

29. The **Global Action for Prevention on Occupational Safety and Health (OSH–GAP)** flagship programme included a joint project funded by the European Union (EU) to assess the drivers for OSH improvements in global supply chains of food and agriculture commodities. The results of the research are being disseminated and used to formulate intervention models to improve OSH in global supply chains. A number of companies were engaged in the research and a standardized toolkit for the various tiers was developed in 2017 to make project research tools available to practitioners involved in assessing OSH drivers and constraints.
30. The ILO continued to participate in meetings of the Mega-Sporting Events Platform for Human Rights, leading in June 2018 to the creation of the **Centre for Sport and Human Rights**. In May 2018, the ILO signed a partnership agreement with the Tokyo Organising Committee of the Olympic and Paralympic Games aimed at promoting sustainability through the Tokyo 2020 Games, especially the labour dimension, by advancing socially responsible labour practices among the Games’ delivery partners.
31. Through the **Enabling Environment for Sustainable Enterprises (EESE)** programme, the ILO engages with enterprises to make the business environment more conducive to job creation and growth. Anchored in the 2007 Conference Conclusions concerning the promotion of sustainable enterprises, the methodology has been applied in more than 40 countries, with 14 new assessments conducted since 2017. Business environment assessments are performed by conducting surveys within enterprises, and the recommendations and action plans for reforms focus on how to improve the environment for sustainable enterprises.
32. Furthermore, the Enterprises Department promotes a systemic approach to **working in value chains**. This rapidly growing development cooperation portfolio ranges from work on improving working conditions in global supply chains (tourism and agriculture) to addressing informality, incomes and employment generation for women, youth, the forcefully displaced, migrants and families with an incidence of child and forced labour. This approach takes the value chain as the centre of a market system, where the core exchange of products and services is influenced by an array of players, roles, rules and relationships. The approach has been actively pursued in more than 35 countries.

## B. International initiatives on enterprise behaviour

33. To promote the uptake of the principles of the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (**MNE Declaration**), revised in 2017, the ILO facilitates dialogues with tripartite constituents and multinational enterprises, and at times their suppliers, on decent work priorities. Examples include the electronics industry in Viet Nam, the sports manufacturing industry in Pakistan and the hotel tourism industry in the Caribbean. The ILO strengthened the capacity of national constituents to engage with enterprises in countries such as Côte d’Ivoire and Senegal, where a project funded by the Government of France aims to mobilize the contribution of enterprises for the realization of decent work for all. Capacity-building activities included courses organized annually at the Turin Centre as well as activities at the regional and national levels to raise awareness and facilitate the exchange of experiences.
34. The EU–ILO–OECD partnership project **Responsible Supply Chains in Asia** launched in 2018 contributes to enhanced respect for decent work, human rights and environmental sustainability through the promotion of corporate social responsibility/responsible business conduct in six EU trading partners in Asia. It includes creating a better understanding of responsible behaviour among businesses and supporting the creation of conducive policy and tripartite-plus dialogue platforms. Also, the EU–ILO–UN Women partnership project



focuses on promoting women's economic empowerment through responsible business conduct, contributing to G7 commitments on this issue and its road map on women's economic empowerment. An EU–ILO–OECD–Office of the UN High Commissioner for Human Rights (OHCHR) partnership project launched in 2019 in **Latin America and the Caribbean** covering nine countries focuses on the development/implementation of national action plans on business and human rights, corporate due diligence and opportunities for the sharing of experiences between European companies and companies in the region.

35. The **ILO Helpdesk for Business on International Labour Standards** remains a valuable tool for companies seeking to align their corporate policies and practices with international labour standards. The number of visitors to the ILO Helpdesk for Business website keeps increasing, with more than 10,000 visitors per month on average for the last calendar year. The Helpdesk has answered a total of 1,100 individual queries since its establishment. A total of 128 receivable requests were answered during the last reportable period March 2017–February 2018.
36. The ILO also engages with companies through its involvement in UN alliances in support of the SDGs. In 2017, **Alliance 8.7**, the global partnership to eradicate forced labour, modern slavery, human trafficking and child labour around the world, established a **Supply Chains Action Group** to support country-level efforts to eliminate child labour and forced labour in supply chains by conducting research, disseminating knowledge, developing tools and mobilizing resources. And under the Global Initiative on Decent Jobs for Youth, the global effort to scale up action and impact on youth employment in support of the 2030 Agenda for Sustainable Development, the ILO engages with companies that commit to action on the youth employment challenge and participate in the platform to broker partnerships at country and regional levels and boost collaboration grounded in evidence and innovation. The ILO has engaged in a number of activities with companies under the Global Deal partnership including a series of events with major companies in France, a planning meeting in Geneva in 2017 involving company partners of the Global Deal, a Latin American regional meeting in May 2018 and a round-table discussion in Bangladesh in September 2018.
37. The ILO collaborates with **other international organizations** to promote international policy coherence on issues related to the promotion of inclusive, sustainable and responsible business practices. This includes collaboration with the OHCHR and the Working Group on Business and Human Rights for the Annual Forum on Business and Human Rights, thematic reports for the Human Rights Council and the General Assembly, and the Working Group's country visits; and collaboration with the OECD on the due diligence guidance and the OECD Global Forum on Responsible Business Conduct and the UN Global Compact, notably as co-chair of the UN Global Compact Expert Network and in the context of the UN Global Compact Action Platform on Decent Work in Global Supply Chains.

## C. Building knowledge and outreach

38. Most of the ILO engagements with enterprises integrate elements of the building knowledge and outreach component, particularly conducting research, exploring partnership and engagement models and convening round tables or workshops. In the area of research, building on the 2016 regional research project "ASEAN in transformation: How technology is changing jobs and enterprises", **ACT/EMP** produced country briefs for Cambodia, Indonesia, Myanmar, the Philippines, Singapore, Thailand and Viet Nam and contributed to a number of national dialogues and CEO briefings on the future of work in Beijing, Dhaka, Hanoi, Jakarta and Phnom Penh during 2017–18. In addition to sharing the key findings of the report from EBMOs and labour ministries, explicit demands also came from international organizations, including the Asia–Pacific Economic Cooperation (APEC) forum, the UN Conference on Trade and Development (UNCTAD), the UN Development Programme

(UNDP), regional development banks and the World Bank. Overall, ACT/EMP shared the report's findings at around 20 different national dialogues on the future of work and policy meetings addressing the challenges confronting labour markets.

39. ACT/EMP is continuing its global programme on **Women in Business and Management (WIBM)**, which leverages EBMOs and companies globally to provide an evidence base for business to realize the competitive edge gender diversity brings to their bottom line.<sup>2</sup> In the 2017–18 period, ACT/EMP, together with the respective EBMOs, launched three regional reports: for the Caribbean; Eastern Europe and Central Asia; and Latin America and the Caribbean. In addition, four publications were produced to highlight good practices of EBMOs and company initiatives on promoting women in leadership.<sup>3</sup> At the national level, ACT/EMP supported the development of three country reports on WIBM in Honduras, India and Panama in partnership with the respective national EBMOs. These reports provide country-specific data through the execution of company surveys on women in leadership positions and enable EBMOs to more effectively engage in policy dialogue with ministries, education institutions and companies on ways forward to create greater gender diversity across company ranks.
40. In the Americas region, ACT/EMP is jointly working with UN Women on an EU-funded programme to promote the business case for gender equality. **Win–Win: Gender Equality Means Good Business** is a three-year programme (2018–20) that reinforces the capacities of private and public actors to promote the business gains that gender equality has to offer in EBMOs across six countries (Argentina, Brazil, Chile, Costa Rica, Jamaica and Uruguay). In 2018, partnering EBMOs in Argentina, Chile and Costa Rica developed country-level WIBM reports. Furthermore, the programme has produced an intelligence report that maps out EBMOs and other key organizations that promote gender equality and has developed a subregional report that identifies good business practices to narrow the gender pay gap, eliminate discrimination and prevent workplace harassment.
41. Numerous activities take place in the field involving engagement with various forms of enterprises. One such example is the **joint ILO/FAO Yapasa programme in Zambia**, which has taken a market systems development approach that engaged, in the 2017–18 agricultural season, with four agrodealers and four commodity traders of reasonable size by sharing a vision with them to develop new business models to extend their reach deeper into rural areas, increasing their market penetration and market size and at the same time bringing services closer to small-scale farmers.
42. In response to a mandate from the ILO Governing Body for the Office to “maintain a register of enterprises engaging with the ILO that will be accessible to all ILO staff”, the Office has developed the **ILO Register of Enterprises** to collect information on ILO engagement with enterprises and share the information among all ILO staff globally. The Register is an online platform accessible to all ILO policy departments and field offices that captures a limited amount of information on each engagement (such as company name, home country, issue and/or country of interest, type of engagement), and allows ILO staff to get more detailed information from the ILO contact person for that engagement. The entries use standard ILO

<sup>2</sup> WIBM contributes to the attainment of SDG target 5.5 on “women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life”. In particular, it connects directly to SDG indicator 5.5.2 on the “proportion of women in managerial positions”, for which the ILO is a custodian.

<sup>3</sup> ILO: *A global snapshot: Women leaders and managers in employers’ organizations*, 2017; ILO: *Promoting women in business and management: A handbook for national employers’ organizations*, 2017; ILO: *Gender diversity journey: Company good practices*, 2017; and IOE–ILO ACT/EMP: *Women’s Economic Empowerment: Good practices*, 2018.

taxonomy and are fully searchable, which will enable the Office to better monitor and track ILO engagement with enterprises and to identify opportunities to improve the engagement, including where companies have engagements across multiple departments or field offices or where multiple companies are interested in the same issues or countries.

## **Draft decision**

- 43. *The Governing Body requests the Director-General to continue improving ILO engagement with the private sector, taking into account the guidance provided by the Governing Body.***