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MULTIFORUM 07

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Speakers' Profiles

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30th Anniversary
of the Declaration on
Multinational Enterprises
and Social Policy

Mr. David Arkless

Senior Vice President Global Corporate Affairs

Manpower Inc.



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Biography

David Arkless was named Manpower Inc. Senior Vice President of Global Corporate Affairs in 2004 and is a member of the company's Executive Management Team. In his role, he is primarily responsible for Governmental and International Affairs.

Mr Arkless serves as board member of both the International Organization for Migration and the United Nations High Commission for Refugees, and was named Special Envoy of the End Human Trafficking Now! Movement.

Prior to joining Manpower, Arkless worked on various international assignments for Hewlett-Packard and subsequently established his own consulting company, Caden Corporation, which delivered both strategic and project implementation programs for corporations like ABB and Rolls-Royce NEI.



Company Profile

Manpower is a world leader in the employment services industry, offering employers a range of services including permanent, temporary, and contract recruitment; employee assessment, training, and placement, and outsourcing and consulting.

Manpower has 4,400 offices operating in 73 countries and territories and receives about 400,000 clients per year, ranging from small enterprises to multinational corporations. The company was established in 1948 and its world headquarters are based in Milwaukee, Wisconsin, USA. Jeffrey A. Joerres is the current Chairman and Chief Executive Officer of Manpower Inc.

In 2007, Manpower's total revenues reached 17.6 billion USD worldwide, 85 percent of which were outside the United States. Manpower is ranked 408 on the Fortune's Global 500 list with 30,000 staff employees and 4.4 million placed in permanent, temporary, and contract positions in 2006.





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Ms. Alke Boessiger

Head of Department, Temporary Work Agencies

Union Network International Temporary Work
Agencies Global Union



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Biography

German-born Alke Boessiger has been the Head of Department for the global Temporary Work Agency sector at UNI – Union Network International - since January 2007.

UNI is the Global Union for skills and services, covering a range of largely private sector service industries including commerce, banking, telecom, IT, graphical, property services, media & entertainment and postal.

Alke Boessiger was previously Head of Department for young workers and Policy Officer for the Campaigns & Organising Department.

After working for Deutsche Bank for four years, during which time she was a member of the National Collective Bargaining Commission for the Banking Sector in Germany, she began her trade union career with the German services union where she was a regional organiser and the international youth coordinator.



About UNI

UNI was founded on January 2000. The founding partners are: Communications International (CI), International Graphical Federation (IGF), FIET (the white collar and services grouping) as well as Media and Entertainment International (MEI).

UNI is the global union for skills and services with 15 million members worldwide. It brings together 1,000 unions to promote the interests of workers.

UNI sectors have become global unions across increasingly global industries - commerce, finance, post, telecom, IBITS (industry, business and IT), graphical, property services, media and entertainment, casinos, electricity, hair & beauty, social insurance and welfare, tourism.

UNI's goal is a global agenda to put a human face on globalisation. It's an agenda based on global organising, on ensuring worker and union rights, on decent work and on building alliances among unions in multinational companies

UNI has four active regions that are major players on their own continents. They work closely with UNI unions to ensure a social dimension to growing regional economic integration and to influence institutions like the European Union, Mercosur, ASEAN and the African Union.



Mr. Peter Brabeck-Letmathe

Chairman of the Board and Chief Executive Officer Nestlé S.A.



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Biography

Peter Brabeck-Letmathe has been leading the Nestlé Group since 1997. At that time, he was appointed Chief Executive Officer of Nestlé S.A. In 2001 he additionally assumed the office of Vice-Chairman of the Board. Since April 2005, Peter Brabeck-Letmathe is Chairman and CEO of Nestlé.

Born in 1944 in Austria, Peter Brabeck-Letmathe graduated from the University of World Trade in Vienna with a degree in Economics. After joining the Nestlé Group in 1968, he spent a significant part of his career in Latin America, moving from sales manager and marketing director in Chile, to head of market first in Ecuador and then in Venezuela.

In 1987 he was transferred to Nestlé's international headquarters in Vevey as Senior Vice-President in charge of the Culinary Products Division, with a worldwide responsibility for that sector.

Appointed Executive Vice-President in 1992, Peter Brabeck-Letmathe assumed the leadership of the strategic business groups Food, Buitoni, Chocolate and Confectionery, Ice Cream, Petcare and Industrial Products. He simultaneously was in charge of Marketing, Communications and Public Affairs. In this role, he devised and implemented Nestlé's brand strategy, consisting of a clear hierarchy of strategic brands on the global, regional and local level.

Peter Brabeck-Letmathe serves as a member of the Boards of Directors of Credit Suisse Group and Roche Holding S.A. as well as Vice-Chairman of L'Oréal. In addition, he is a member of the European Round Table of Industrialists (ERT). Finally, he serves as a member of the Foundation Board of the World Economic Forum.



Company profile

With sales of CHF 98.5 (USD 78.7 billion) in 2006, Nestlé is the world's leading food, beverage, nutrition and wellness company. The Company's brands, such as Nescafé, Nido, KitKat, Lean Cuisine, Maggi, Powerbar and Purina, are known across the world. Products include soluble coffee, infant nutrition, condensed and evaporated milk, bottled water, chocolate and malted drinks.



Nestlé is a truly public company with over 200 000 shareholders. More than two thirds of the shares are in portfolios of institutional investors mainly to finance pensions. They depend on our commitment to deliver shareholder value through sustainable, capital efficient and profitable long-term growth.

Founded in 1866 in Switzerland, Nestlé has often been called «the multinational among multinationals». It employs 265 000 people in 481 factories, all but ten situated in 87 countries abroad. In more than 100 years of international investment, the Company has been building strong local linkages – agricultural raw materials and other inputs (packaging material, services, etc.) are purchased to the largest extent possible locally and regionally – and long-term common interest with host countries.

Mr. Robert M. Godsell

Former CEO

AngloGold Ashanti



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Biography

Robert (Bobby) Michael Godsell retired at the end of September 2007 as Chief Executive Officer of AngloGold Ashanti Limited. He will continue as a non-executive director of Anglo American plc.

He joined Anglo American Corporation in 1974 in the office of the Employment Practices Consultant. This office was the forerunner of the Industrial Relations Department which he headed from 1980 until his appointment as Group Industrial Relations Consultant in 1986. In 1989 he became a director of Anglo American Corporation.

Prior to his appointment as CEO of the Gold and Uranium Division in 1995, he was responsible for the Public Affairs Division which included Corporate Communications and Group Industrial Relations.

When AngloGold was formed in June 1998 he became Chief Executive Officer. The company merged with Ashanti Goldfields in April 2004 to become AngloGold Ashanti.

Bobby has been active in business organisations both nationally and internationally, serving inter alia two terms as President of the South African Chamber of Mines, and Chairman of the World Gold Council. Since 2002, Bobby has been co-chairman of the Millennium Labour Council with Zwelinzima Vavi, the general secretary of the Congress of South African Trade Unions (Cosatu). He is currently chairman of Business Unity South Africa, the country's leading business organisation. He is a regular contributor of articles to newspapers and journals on business and socio-political issues.



Company Profile

AngloGold Ashanti is one of the world's largest gold mining companies, with a total of 20 mines and 21 operations in 10 countries that span 4 continents (Argentina, Australia, Brazil, Ghana, Guinea, Mali, Namibia, South Africa, Tanzania and the United States of America). Mark Cutifani has succeeded Mr. Godsell as CEO of AngloGold Ashanti.

The company's activities range from deep-level hard rock mining to open pit mining, along with a project pipeline and a global exploration programme of both brownfields and greenfields. As of 2006, more than 61,000 people, including contractors, were employed worldwide.

The company has seven outlined business principles which comprise of Economic Performance, Ethics and Governance, Occupational Safety and Health, Regional Health, Human Resources, Environment, and Community.

Some featured case studies include a project to redevelop company-owned land in Brazil, a Thibela TB research programme under way at TauTona and Great Nologwa, and Plants for People, a community project at Sunrise Dam—all sponsored by AngloGold Ashanti



Ms. Fausta Guarriello

Chairperson of the ILO Subcommittee on Multinational Enterprises and Social Policy



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Biography

Fausta Guarriello is a Professor of Labour Law in the Faculty of Economy at the University “G. D’Annunzio” of Pescara as well as Head of Department of Law and Dean of the Faculty of Law at the e-University “Leonardo da Vinci”. In December 2006, she was appointed by the Italian Ministry of Labour as delegate of the Italian government at the ILO Governing Body. In particular, she chairs the Sub-Committee on Multinational Enterprises and Social Policy.

From 1995 to 2001, she was a member of the board of the National Committee for Equal Opportunities at the Ministry of Labour thus participating in the drafting of several legal instruments.

From 1998 to 2001 she was an expert of the International and European Affairs Committee of the Ministry of Labour and member of the Employment National Action Plans board.

Specialized in European Labour Law, she has published several research-based articles concerning social dialogue and collective bargaining at trans-national level and participated in or directed some European research working groups. She obtained the Jean Monnet Chair in European Labour Law in September 2006.



About the ILO MNE Subcommittee

The ILO Subcommittee on Multinational Enterprises has since 1993 been responsible for following all matters relating to the ILO Tripartite Declaration on Multinational Enterprises - MNE Declaration. It operates within the framework of the Committee on Legal Issues and International Labour Standards. The mandate of the Subcommittee is to conduct periodic surveys on the effect given to the MNE Declaration and to consider requests for the interpretation of the provisions of the MNE Declaration.

Ms. Renate Hornung Draus

Managing Director

BDA - Confederation of German Employers' Associations



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Biography

Ms. Renata Hornung-Draus is the Managing Director of BDA, the Confederation of German Employers' Associations. She is the President of BUSINESSEUROPE's Employment Committee and member of the European Social Dialogue Committee in Brussels.

She currently serves as member of the Governing Body of the ILO, Employer-Vice-Chairperson of the ILO's Subcommittee on Multinational Enterprises and Chairperson of the IOE Working Party on Corporate Social Responsibility of the International Organisation of Employers (IOE), Geneva.

Previously, she was the Vice-President of the Employers' Group of the European Economic and Social Committee, Brussels (1996 – 2006).



Ms. Hornung-Draus is member of the German Industrial Relations Association, member of the Board of the "Institut für Arbeitsrecht und Arbeitsbeziehungen in der Europäischen Gemeinschaft (IAAEG)", as well as member of the Advisory Board of the Birmingham Business School, Great Britain.

About BDA

The Confederation of German Employers' Associations (BDA) represents the interprofessional and the interregional interests of German employers in the social policy field. The main tasks of BDA are services to its members (information, advice, coordination) and the BDA has influence on policy-makers. BDA also represents employers in the self-administration bodies at the Federal level of the social security systems and sends honorary Judges to the Federal Labour Court and the Federal Social Security Board.

The BDA is also the representative body of German employers on an international level within the field of its competence, especially with regard to the European Union and international organisations, such as ILO and OECD. BDA is a member of the Union of Industrial and Employers' Confederation of Europe (UNICE), the Business and Industry Advisory Committee to the OECD (BIAC) and the International Organisation of Employers (IOE).



Mr. Philip Jennings

General Secretary

Union Network International (UNI)



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Biography

Welsh-born Philip Jennings is the first General Secretary of UNI Global Union. Under his leadership UNI has focused on organising initiatives in multinational companies, in new industries like Information Technology (IT) and call centres and on building a global dialogue between unions and corporations.

He has been a link between the Global Union family and the World Economic Forum to ensure that the concerns of working people and their unions are acknowledged by the business and political community.

54-year-old Philip was previously General Secretary of the white collar FIET and began his trade union career with the UK finance union.

Educated in Cardiff, Philip took a Masters in Economics at the London School of Economics in 1976, following a BA (Hons) Business Affairs from Bristol Polytechnic.



About UNI

UNI was founded on January 2000. The founding partners are: Communications International (CI), International Graphical Federation (IGF), FIET (the white collar and services grouping) as well as Media and Entertainment International (MEI).

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UNI's goal is a global agenda to put a human face on globalisation. It's an agenda based on global organising, on ensuring worker and union rights, on decent work and on building alliances among unions in multinational companies

UNI has four active regions that are major players on their own continents. They work closely with UNI unions to ensure a social dimension to growing regional economic integration and to influence institutions like the European Union, Mercosur, ASEAN and the African Union.



Mr. Danny Kalman

Director, Human Resources

Panasonic



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Biography

Danny Kalman is HR Director of Panasonic Europe and is based at the European HQs in Bracknell UK. He has been working for Panasonic for nearly 15 years. Panasonic has approximately 12,000 employees in 12 European countries. There are 16 Sales companies, 13 Manufacturing companies, 3 R&D and 6 Support companies.

Danny's main responsibility is establishing the Pan-European HR strategy in harmony with the Global HQ functions in Japan. His other main focus is to identify and develop future leaders for Panasonic in Europe, initiate succession planning activities and promote the role of HR within the business.

He is also responsible for promoting CSR activities in Europe in liaison with the CSR team in Japan.



Company Profile

Best known for its Panasonic brand name, Matsushita Electric Industrial Co., Ltd. is a worldwide leader in the development and manufacture of electronic products for a wide range of consumer, business, and industrial needs. Based in Osaka, Japan, the Company recorded consolidated net sales of US\$77.19 billion for the year ended March 31, 2007.

Under the Panasonic brand and its slogan, «Panasonic ideas for life,» the company endeavors to become a «Customer Value Creation Company» that provides safety, security, comfort and convenience in line with its visions of contributing to a ubiquitous networking society.

Its management philosophy is «Contributing to Society through Business Activities.» The company practices «CSR management» under four headings; Creating valuable products and services, Coexistence with the global environment, Contributing to a sound society, and Creating an excellent workplace for its employees as one of its important stakeholder groups. The company works to create workplaces that help its approx. 330,000 employees around the world to maximize their potential while at the same time maintaining an optimum work-life balance.

Panasonic

Mr. Marcello Malentacchi

General Secretary

International Metalworkers' Federation



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Biography

Marcello Malentacchi was first elected as General Secretary of the IMF in 1989, re-elected in 1993, 1997, 2001 and again in 2005.

In 1965, he was employed as a fitter on the assembly line of Volvo, in Gothenburg, where he joined the Swedish Metalworkers' Union. In the following year, he was elected as a works safety steward and for four years attended the union's night school to study Swedish, economics and trade union training. Also in 1966, he joined the Swedish Social Democratic Party and started a local branch for Young Socialists at Volvo. Three years later, he was elected shop steward at Volvo and was involved in collective bargaining and strikes.

Two years later in 1971, he was elected Chairman of the Volvo plant Negotiating Committee, representing 10,000 members. Then in 1974, he was appointed National Secretary for Education and Migrant Workers at Svenska Metall, at the union's headquarters in Stockholm. He was the first migrant worker ever to be appointed at that level in the Swedish labour movement.

In 1976, he was made National Secretary for Health and Safety, and in 1979, by decision of the union's Executive, he became a member of the National Negotiating Committee. In 1981, he was seconded as Director of the IMF Health and Safety and Education Department in Geneva, and over an eight year period he developed an extensive network of training schemes, seminars and trade union education courses in the Third World. Around 500 trade union officers from developing countries passed through his classes every year.



About IMF

The International Metalworkers' Federation (IMF) represents the collective interests of 25 million members in more than 200 unions in 100 countries worldwide. It is a federation of national unions - a union of unions - in the metal industry at world level.

The IMF is one of the largest and oldest of the Global Union Federations (formerly known as International Trade Secretariats). It was founded in Zurich in August 1893. Thirty members of metalworkers' unions from eight countries met in a small Zurich hotel to set up an International Bureau and lay the foundations for international cooperation between all metalworkers' unions of the world.

In 1904, a congress in Amsterdam created an International Metalworkers' Federation to represent the interests of metalworkers in every country. It had at that time 440,000 members. The number of members increased to about 2 million after the First World War but fell during the 1930s. Since the Second World War, the number of members has increased considerably, reaching 25 million today.



Mr. Óscar Maraver Sánchez-Valdepeñas

Director, Human Resources

Telefónica



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Biography

Oscar Maraver joined Telefónica in 1988 as a Director of Human Resources of Telefónica de España, the domestic company. In 2000, he was named Director General of Human Resources for the entire Telefónica Group, which is his current position. Prior to entering Telefónica, Oscar had worked for ENASA (National Trucks Company) and for the Labour and Social Security Ministry. He graduated from the Universidad Complutense of Madrid with a degree in law.

Oscar is the architect of the current scheme of Labor Relations in the Telefónica Group, which is based on constant social dialogue and which is a benchmark for international labor relations.



Company Profile

Telefónica is Spain's largest company, employing more than 240,000 people worldwide as of June, 2007. The company specialises in fixed line and mobile telecommunications in Spain, Latin America, and Europe. With close to 213 million accesses worldwide as of 30 June 2007, Telefónica is, by this measure, the fourth-largest telecoms company in the world. The group provides services in 23 countries and 63% of its revenue in 2006 came from countries other than Spain.

The Telefónica Group is also the fourth-largest listed company in the Telecom sector, with a market capitalization of more than 153 US\$ billion as of 22 October 2007.

The Telefónica logo, featuring the word 'Telefónica' in a stylized, cursive blue font, underlined.

Mr. Ebrahim Patel

Executive Member

Congress of South African Trade Unions (COSATU)



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Biography

Ebrahim Patel is the Overall Convenor for organised labour in South Africa, in which capacity he leads negotiations on social and economic policy matters at tripartite institutions. He serves too as the global spokesperson on Employment and Social Policy for the Workers Group on the ILO Governing Body. He has been a member of the South African national delegation to the WTO Ministerial Meetings in Singapore and Seattle.

Mr Patel has been active in the trade union movement for more than two decades. His organisation, COSATU, was in the forefront of the struggle against apartheid and he was actively involved in interactions with local and Multinational Enterprises on actions against apartheid.

With the end of apartheid, Mr Patel has been involved in negotiating a series of social agreements that cover matters as diverse as labour legislation and policy. He was nominated by President Mandela to serve on the country's first Financial and Fiscal Commission and has served on the boards of public bodies regulating higher education, labour arbitration and economic and social policy.

At the ILO, Mr Patel has led the Workers Group at the International Labour Conference on discussions that led to the adoption of the Recommendation on the Employment Relationship (2006), the Recommendation on the Promotion of Cooperatives (2001/2002), Conclusions concerning Human Resources Training and Development (2000) and Conclusions on the Employment Relationship (2003). He was also the Vice-Chairperson of the ILO Subcommittee on Multinational Enterprises and Social Policy from March 2000 to March 2002.



About COSATU

The Congress of South African Trade Unions (COSATU) who Mr Patel represents, is one of the largest trade union organisations in the developing world. It has 1,8m members with dominant representation in most parts of the South African economy. Bucking a global trend, it has grown rapidly in the past two decades.

It was a leading force in the struggle against apartheid and since the mid 1990s has focussed on a range of developmental initiatives to address economic growth, income redistribution and social equity. It is represented at the highest levels of social dialogue and is in alliance with the ruling party, the African National Congress.



COSATU

Mr. Dan Rees

Director

Ethical Trading Initiative (ETI)



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Biography

Dan Rees has been with ETI since 1999 and has spearheaded its growth to its position today as a field leader with a respected international reputation in ethical trade. Dan is considered to be a leading expert on this aspect of corporate responsibility and has led numerous “multi-stakeholder” projects around the world that have resulted in improved conditions for workers that make the products sold by supermarkets and global brands.

Dan chaired the Temporary Labour Working Group, a broad alliance of business and labour organisations spanning the entire UK Food Industry, which developed innovative measures to tackle the growing exploitation of migrant farm and factory workers from forced labour and other labour rights abuses. He advises the UK government, the International Labour Organisation and leading companies on best practice in the implementation of corporate codes of labour practice.



About the ETI

The Ethical Trading Initiative (ETI) exists to identify and promote good practice in the implementation of codes of labour practice, including the monitoring and independent verification of the observance of code provisions.

The ETI is an alliance of companies, non-governmental organisations (NGOs) and trade union organisations committed to working together to achieve that aim. Our ultimate goal is to ensure that the working conditions of employees in companies that supply goods to consumers in the UK meet or exceed international standards. The Organization was established in 1998 as an independent, not-for-profit organisation.

The Organization has adopted a ‘Base Code’ which contains provisions on broad areas such as forced labour, freedom of association and the right to collective bargaining, safe and hygienic working conditions, child labour as well as others areas connected with ILO Standards.



Ms. Caroline de Gruyter

Journalist

NRC Handelsblad



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Biography

Caroline de Gruyter is the Geneva correspondent for NRC Handelsblad, the leading daily newspaper in the Netherlands with a readership of about 300.000. She is the author of 'Mohammed Skaik's Coffee House', a book about state building in the Gaza Strip – based on her experiences as a correspondent in Palestine between 1994 and 1999. She then moved to Brussels. Last year she published 'The Europeans', picturing the life and works of those who form the European subculture in that city. She has been living in Geneva since 2004.

De Gruyter, who received the Golden Pen Award for young Dutch journalists in the early nineties for her reports on the war in the former Yugoslavia, mainly writes about Switzerland and the United Nations. She covers politics, social affairs, art and economic issues for the newspaper and is brooding on another book. Although she is by no means an expert on the ILO, she has had several interesting encounters with the organization. A long article about the ILO's efforts to stop violence against children comes to mind, as do stories about research on lunch facilities at work, or the social effects of EU enlargement in Eastern European countries. By sheer accident, her last article dealt with proletarian art works that governments and trade unions donated to the ILO in the 20th century, were covered for decades after the WTO took over the building in the seventies, and are currently being rediscovered and renovated.



About NRC Handelsblad

NRC Handelsblad is the fourth biggest daily paper in The Netherlands but is widely seen as the 'quality newspaper'. Politics, economic news and art are its main pillars. Compared to other newspapers it puts a strong emphasis on foreign affairs. While many papers have been forced to cut back on their correspondents networks as a result of a declining readership and shareholders that are financially more demanding than before, NRC Handelsblad has actually expanded it.

As the only afternoon paper in the country, the paper – which is still a broadsheet - created a morning newspaper in 2007: nrc.next. This tabloid paper has proven quite a successful attempt to win back young readers lured away by the 'new media'.



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Mr. Juan Somavia

Director-General

ILO



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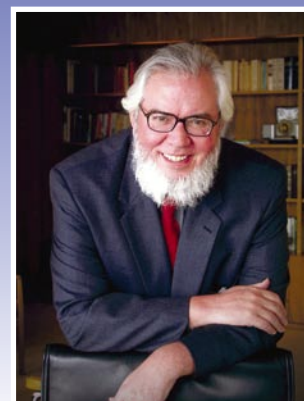
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Biography

Juan Somavia, a national of Chile, has been Director-General of the ILO since March 1999. From 1990 to 1999, he was Chilean Permanent Representative to the UN, during which time he was actively engaged with civil society organizations. He proposed the 1995 World Summit for Social Development and chaired its Preparatory Committee. He was twice President of ECOSOC (1998-99, 1993-94), and of the Security Council (1996 and 1997), and chaired the board of the United Nations Research Institute for Social Development (1996-99).

Mr. Somavia is the first representative of the southern hemisphere to head the ILO. Under his leadership, the Organization has established “Decent Work” as its primary goal. It is a restatement of the ILO’s historic mission to promote social justice through the world of work.

Mr. Somavia’s multifaceted career has been driven by a strong concern for social justice, peace, human rights and democracy. His pursuit of these ideals has earned him several citations and awards, among them the Leonides Proaño Peace Prize» from the Latin American Human Rights Association, the International Golden Dove of Peace awarded in July 2005 by the Italian NGO Archivio Disarmo, and most recently the Silver Rose Award from SOLIDAR for his vision of decent work and for defending the rights and freedoms of workers.



Mr. José Manuel Salazar-Xirinachs

Executive Director, Employment Sector

ILO

Biography

Mr. José Manuel Salazar-Xirinachs is the Executive Director of the Employment Sector at the ILO, having been appointed in August 2005. He is responsible for the work of the ILO in the field of employment, in particular with regard to employment policies and strategies, skills and employability and enterprise development.

Previous to this, he was Chief Trade Advisor and Director of the Trade Unit (in 2004 turned into Office of Trade, Growth and Competitiveness) at the Organization of American States (OAS) (1998-2005), and, most notably helped member states in negotiating a Free Trade Area of the Americas (FTAA).

Mr. Salazar-Xirinachs is an economist, with a Master of Philosophy in Development Economics and Doctorate in Economics from the University of Cambridge, England. He is the author of numerous publications on development, trade and competitiveness policies, and has edited two books.





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Mr. Stephen Pursey

Director, Policy Integration and Statistics Department

ILO



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Biography

Stephen Pursey is Director of the Policy Integration and Statistics Department and Senior Adviser to the Director-General of the ILO.

Amongst the issues he has worked on are the impact of globalization on poverty reduction and decent work, freedom of association and the right to bargain collectively, sustainable development and trade and investment issues.

Stephen Pursey worked as chief economist for the International Confederation of Free Trade Unions (ICFTU) from 1980 to 1999. Prior to joining the ICFTU, he worked in the Economics Department of the TUC of Great Britain.



Ms. Christine Evans-Klock

Director, Skills and Employability Department

ILO

Biography

Working for the ILO since 1995, Christine Evans-Klock is currently the Director of the Skills and Employability Department. Her previous ILO positions include Director of the ILO's Sub-regional Office for East Asia in Bangkok and Director of the In-Focus Programme on Boosting Employment through Small Enterprise Development in Geneva. She has published research for the ILO on employment and enterprise restructuring and on policy responses to worker retrenchment. Her non-ILO publications include co-authorship of Start-up Factories: High Performance Management, Job Quality, and Regional Advantage (with Peter Doeringer and David Terkla). She holds a PhD in economics from Boston University.





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Mr. Michael Henriques

Director, Job Creation and Enterprise Development Department

ILO

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Biography

Michael Henriques is Director of the Job Creation and Enterprise Development Department of the ILO. He has overall responsibility for the Governing Body Sub-Committee on Multinational Enterprises and Social Policy in the ILO. His department is also responsible for ILO's participation in the Global Compact and other issues in the field of Corporate Social Responsibility. For the last 23 years he has led various areas of ILO's enterprise development programme, particularly in the areas of productivity and management development and small enterprise development. Mr. Henriques was a member of the ILO's secretariat which supported the World Commission on the Social Dimension of Globalization whose report was published in 2004.

Prior to his assignment to the ILO's Geneva headquarters in 1993, he was responsible for ILO's Enterprise Development Programme in the Asia and Pacific Region.

Before joining the ILO, Mr. Henriques worked as a management consultant and held several management positions in the private sector. Michael has an MSc in mechanical engineering from the Technical University of Denmark and an MBA from Harvard.



Ms. Susan Hayter

Policy Advisor

ILO

Biography

Susan Hayter is currently Policy Advisor in the Employment Sector of the International Labour Organization.

She has worked on labour and social issues related to trade, foreign direct investment, multinational enterprises and global production systems; on the monitoring and assessment of business practices and labour standards in global supply chains; and on freedom of association and collective bargaining. Between 2001 and 2004, she worked for the Technical Secretariat of the ILO World Commission on the Social Dimension of Globalization.

Prior to joining the ILO, Susan Hayter held a post as researcher and lecturer on Industrial Relations at the University of the Witwatersrand in South Africa and worked as advisor to the (post-democratic) Collective Bargaining Directorate of the Department of Labour, South Africa. She previously worked as a Director of the Independent Mediation Service of South Africa, an organization that provided alternative dispute resolution services, resourcing a nascent and independent system of industrial democracy during a period in which the apartheid labour relations system was collapsing.

