

BUSA SUBMISSION
ILO GLOBAL COMMISSION REPORT ON THE FUTURE OF WORK

GENERAL

Despite significant progress having been made in the past two decades at a national level poverty inequality and unemployment persist. Whilst recognising the impact of global trends and forces, it is evident that the national and regional economic architecture of today and tomorrow, as well as the factors which influence and are influencing the changing economy will be significantly different from that of the recent past. Recognition of national realities and capabilities must be accommodated within the recommendations proposed.

The principle of a human-centred approach is fully endorsed –this should be at the level of substantive outcomes, rather than modality. Put another way, the future of work should aim to deliver outcomes that are human-centered, and that put the wellbeing of people and societies at their core.

To achieve this outcome, the recommendations need to be viewed hand in glove with business requirements and emerging trends. A human-centred approach, when driven in isolation of business and country realities, will fail – it has to be firmly rooted in a human-centered approach that interconnects with ongoing and emerging business and country needs.

Similarly, while part 3 of the report speaks to taking responsibility, the weight of the report is placed with employers, be they in the public or private sector. Taking responsibility and adaption to the future world of work requires all constituents to be part of the solution.

Business sustainability is built on competitiveness and profitability - business cannot achieve a triple bottom line and meaningfully contribute to socio-economic development in the absence thereof. The financing of a number of the proposed recommendations are built on the assumption of a profitable business sector '*Recommendation 9: The financing of investment can be achieved through a thriving private sector*', therefore the recommendations must be addressed on the principle of creating an enabling environment for economic growth and sustainable business sector. Whilst seeking to be aspirational, it is always necessary to do so off the basis of existing reality.

The key South African considerations include, but are not limited to:

- Consideration of national ability to resource the recommendations, including recognition of the need to better utilise existing resources

- Persistent low economic growth, resulting in businesses under pressure and low levels of job creation, particularly among the youth
- Bureaucratic, regulatory environment – a need for less compliance driven outcomes, and more freeing up space to operate efficiently, innovate and adapt
- Inadequate coherence and harmonisation across ministries, policies, and between different social actors
- A growing population, with inadequate education and skills outcomes, contributing to persistent and low levels of employment, particularly among the youth.
- Growing urbanisation, with rural degeneration and a sizeable informal economy
- Lack of access and research and development for enabling and new technologies
- Societal challenges, notably poverty and inequality, that translate in some instances into racial and gender bias, violence against the vulnerable (women and children, foreign nationals and)

RECOMMENDATION 1

‘Recognize a universal entitlement to lifelong learning and establish an effective lifelong learning system that enables people to acquire skills, upskill and reskill throughout their life course’.

We fully endorse the aspiration of access to lifelong learning, noting that such an approach is critical in order for individuals to stay abreast of socio-economic and technology related transformations, through formal and informal learning. Lifelong learning is inextricably linked to national and continental developmental agendas, and the achievement of the Sustainable Development Goals.

A key concern with this recommendation, however, is the use of the word ‘entitled’ implying that either the state’s and/ or private sector has responsibility for driving, providing and funding the learning. At a country level, we have recently introduced free higher education, which will be gradually introduced over a 5 year period given that it is fiscally unaffordable. The prospects of funding life-long learning remains slim given a small tax base as a result of high levels of unemployment.

Besides affordability constraints for many countries, it should not be an automatic right conferred on individuals as each person must also take ownership and responsibility for directing self-learning, upskilling and reskilling as may become necessary. With the advent of new technology, lifelong learning has become far more accessible – bringing the question of entitlement into sharp focus. Who is the individual entitled to claim this right from, on what terms and how will it be realised?

Promotion of access to lifelong learning would be a better formulation, fully embracing the principle of responsibility articulated in the Commission’s report. Regardless of whether the individual is young or old, employed, in transition or unemployed, in a small, large or multinational,

or self-employed business or starting up a business. Further, a clear understanding and articulation of what is meant by lifelong learning would be of assistance. The multiple formats and channels for lifelong learning should be recognised – be this through classroom, mentorship, apprenticeships, online, on the job or other.

In terms of the national context, it is important to note that the principle of lifelong learning must be built on a quality education and training system. According to the recently released World Bank 2018 Human Capital index, South Africa and the region generally rank very low. It is recognised that much work remains to be done to create a dynamic, quality education and skills system that enables learners (of all ages) to become productive, be it at a national or international level. This is a key enabler of social and economic progress and the importance thereof cannot be underestimated. The reality of national contexts needs to be meaningfully incorporated in the recommendation.

A key challenge for driving the concept of lifelong learning is financing. The South African model of the Skills Development Levy has not proved effective in terms of aligning training to the needs of the current and transforming labour market in specific sectors. The levy grant system must be based on strong private sector involvement to drive impact. A revised incentivised system must be considered in order to ensure efficacy and efficiency in terms of financing all skills development including lifelong learning. This will ensure that the skills system is responsive and remains relevant. Effective utilisation of resources is crucial.

A concept presented in the Commission's report relating to the development of a common skills recognition framework is supported as it offers learners the opportunity for flexibility, agility and mobility. An Organising Framework of Occupations can build a set of standardised competencies that are regularly updated and benchmarked internationally in order to enable global portability of skills. Important components for the success of such a system include the need for public-private partnerships and reduced over-institutionalisation and bureaucracy, recognising the need for just in time capacity building to maintain global competitiveness. The need for international standards cuts across many professions and continuous professional development (CPD) systems and methodologies can provide important global benchmarks and standards to ensure that the knowledge and competencies of individuals remains current, relevant and mobile.

Apart from the basic education system, lifelong learning should offer access to reasonable opportunities for aging/older workers who will need to adapt to the rapid introduction of digitisation and the Fourth Industrial Revolution, both to maintain currency of skills for employability and re-skilling.

Any definition of lifelong learning must include the recognition of obsolete and new jobs with a solution orientated strategy to ensure alignment to the changing world of work. The definition must also take cognisance of the need for additional cross-cutting skills beyond the core technical job-related skills set. Such an approach is central to the 'human-centred' approach of the report and can build a responsible and responsive citizenry who are able to adapt to emerging needs of the labour market and society. Core skills such as innovation, learning, complex problem solving,

critical thinking, integrative ability, creativity, caring and emotional intelligence will become increasingly relevant.

Lifelong learning should be meaningfully incorporated into the pillar of the Decent Work agenda. In this context, it is important to recognise varied learning pathways e.g. open learning, online courses, simulations. However, costs of data and access to technology beyond working hours and beyond the responsibility and costs of the employer are significant constraints in developing economies such as South Africa. Addressing these constraints can promote transitions to formality, economic inclusion, employment (particularly of youth) and contribute to alleviating poverty and inequality. Governments need to build access to data and technology into their national learning and development strategies.

The concept of lifelong learning requires a multi-dimensional and stakeholder approach. A good example of this is the collaboration seen between the Minerals Council of South Africa and the University of Witwatersrand supporting the qualification of mining engineers. Likewise, partnerships between companies and TVET colleges results in relevant education and training, that enables people, particularly younger people to gain skills that businesses need. Cross sectoral and institutional collaboration, collaboration between the public and private sector and at a local and international level is required to share knowledge and resources.

RECOMMENDATION 2

‘Step up investments in the institutions, policies and strategies that will support people through future of work transitions, building pathways for youth into labour markets, expanding choices for older workers to remain economically active and proactively preparing workers for labour market transitions.’

BUSA understands the need for such a recommendation given the changing world of work and the impact of resulting transitions on worker’s lives. Pathways into the world of work remain critically important and national and international strategies and good practices are important in terms of addressing the challenges in this regard. At a national level, we have good examples of innovative, youth employment organisations, such as Harambee, that are opening up pathways to employment. Recently, such programmes have been endorsed by Nedlac constituents as part of the Presidential Jobs Summit Framework Agreement. In particular, the Installation, Repair and Maintenance programme transitions young people from TVET colleges into work, particularly in SMES; and a pathways programme provides scalable work experience opportunities thereby substantially improving employment prospects.

Transitions for displaced workers including the rural-urban migration and immigration must be considered in terms of this recommendation. Continuous enterprise restructuring is needed for the transition and emerging market economies to become and remain competitive. The costs of displacement can be large and long-lasting for some workers and for the economy. To devise the

right policy interventions, governments and the private sector need to fully understand which workers are displaced and what costs they bear in order to prevent long term unemployment. Interventions must be affordable and sustainable.

The facilitative role of the private employment services sector is important in this regard and is a sector that the recommendation appears to overlook. Matching of job seekers with work opportunities and transitioning young people into the labour market cannot be left solely to public employment services, particular when dealing with the impact and demands of digitisation, demands of reskilling and upskilling, career counselling and the like.

As with other recommendations, there is no detail on the financing strategies and policy instruments that will drive implementation. These will include an improved standard of basic education, post school education and training, a strong technical and vocational sector and alignment to rapidly changing labour market needs.

Institutions, policies and strategies must be evidence based, taking into account demographic, technological, environmental and political shifts and national contexts. While well intended, unaffordable expectations can do more harm than good.

As with Recommendation 1, a high standard of basic education creates a foundation for effective labour market transitions. It is notable that in South Africa, government's responsibility for compulsory schooling ends at Grade 9. At Grade 9 level there is insufficient investment in career counselling and other transitional support. The curriculum is also not designed to enable Grade 9s to access employment, or further training if they decide to leave school at that stage.

While referencing the role of social partners, there is little guidance in terms of the roles and responsibilities of the partners to effectively deliver on the recommendation. Aligned to this is a lack of guidance in terms of the labour market policies that countries, especially developing countries such as South Africa, will have to develop in order to ensure an adaptable, flexible and future orientated work force that is able to effectively embrace a changing world of work.

Within a South African context, a fit for purpose and more responsive Sector Education and Training (SETA) landscape can hold the key to improving future of work transitions which must be centred on developing an agile and flexible system. Business is of the view that the needs of the economy should drive what skills are developed. The system needs to be agile and qualifications must be able to respond rapidly to the emerging needs of the economy. It should be recognised that there will be incidences where there are no qualifications for a certain job. There is a difference between occupations and skills. The South African system currently focuses on qualifications and skills rather than a pathway for occupations and this requires an urgent shift.

The focus should be on demand-led training, economically significant skills and training for employability taking into account the changes brought about by the 4IR and Future of Work and our significant employment challenges in the country, particularly among the youth.

An integrated and multidimensional model is required including identifying and delineating the role of social partners. This speaks once again to the accountability. To whom is the system accountable?

The value of small and medium enterprises (SME) towards support workplace transitions cannot be underestimated. A thriving and sustainable SME sector holds the key to employment growth and can offer improved choices for new entrants and experienced workers as the world of work evolves.

Partnerships and collaboration at all levels of the education and training system are important. These partnerships include curriculum development, lecturer training and exposure to the private sector, recognition of prior learning, on the job training and increased workplace learning opportunities for learners are important elements towards strengthening the systems and improving the quality of labour market transitions.

One example of a successful collaboration on future work is currently underway in the Nedlac Development Chamber. The Chamber has identified certain sectors where social partners are working together to scope future jobs in the sector. This methodology is based on a study conducted early in 2018 by the Retail Association, one of BUSA's members, into the future of work in retail. The Retail Association study identified future business and society trends, and then identified jobs of the future in the sector. The study has enabled the sector to start developing the necessary skills and training for future jobs.

Consideration needs to be given towards the organisations expected to carry out these policies and economic viability thereof. Statutory rights should form a minimum floor, providing the space for companies and sectors to innovate and deliver fit for purpose, affordable solutions.

RECOMMENDATION 3

'Adopt a transformative and measurable agenda for gender equality by making care an equal responsibility for men and women, ensuring accountability for progress, strengthening the collective representation of women, eliminating gender-based discrimination, and ending violence and harassment at work.'

Gender equality remains a crucial strategic driver for societal transformation. According to the research conducted by Gallup and the ILO, around the world most women would prefer to be working, and the majority of men agree. In the South African context, the right of women to equality in the workplace is recognised in the Constitution and is set out in the Employment Equity Act, which expressly provides that women are deemed to be part of the designated group when it comes to the design and implementation of affirmative action measures. Further, the Employment Equity Act contains a Code of Good Practice on the Handling of Sexual Harassment Cases, enacted in 2005. This recommendation addresses the practical aspects of the

empowerment of women in the workplace. While the legislative framework is sound, implementation remains the key challenge.

The pressure to acknowledge and address wage gaps is intense in South Africa, and expressly part of the newly constituted National Minimum Wage Commission's mandate. South Africa already has mandatory reporting in place for designated employers, however, the success thereof in reducing gender pay gaps is questionable. It also does not address the impact of poverty, often translating into domestic violence and abuse of women.

It is clear from research conducted (one example is the Gallup/ILO study), that one of the biggest barriers to women entering and remaining in formal employment is the fact that women are responsible for the majority of work in terms of raising and caring for children and other reliant family members. Even if a quota system is pursued, which is not provided for in terms of the legislative framework, it will not address the unequal division of care amongst men and women and the related traditional and societal views on the role of women, which is in turn the greatest barrier to women advancing in the workplace.

In South Africa female employees are entitled to 4 months (17,2 weeks) unpaid leave during which they may claim Unemployment Insurance of 38-58% of their salary up to a maximum of R4676 per month. The unemployment insurance model, including maternity leave provisions, however, is designed with full time indefinite workers in mind. It is ill-equipped to cover fixed term, or seasonal workers, those that work on a part time basis, and those working informally. This creates a situation in which women often become more vulnerable and dependent on their partners and family for financial assistance during maternity leave.

Provisions in the recommendation relating to access to public care, while well intended, are not affordable in many countries. In South Africa, there is a child grant, which is restricted in quantum and age, due to affordability.

Lastly, the elimination of sexual harassment by effective workplace policies and rules would address another barrier to women in the workplace. It is pointless to pursue greater representivity and quotas if the underlying structural barriers women experience in the workplace, is not addressed. The proposed instrument is acknowledged, but the need is for an instrument that is practical, and implementable, bearing in mind a wide variety of national contexts is required.

The opportunity for women to start-up enterprises is more constrained given high levels of family responsibility. In South Africa, social entrepreneurship sometimes creates an ideal vehicle for women to be productively engaged in the economy, while delivering valuable social services. A good example is the KYB early childhood development enterprises incubation project. The project was endorsed and agreed to under the Presidential Jobs Summit Framework agreement of 2018. It supports the establishment of 2500 early childhood development enterprises, run by women, many of whom are young women, in township and outlying areas. Many of these business owners would otherwise be unemployed, whereas they now have a source of income, are supporting access to on average 10 children each to early childhood development through a sustainable

model. The model relies on multiple funding sources including fees, social development grants, agency and corporate sponsorships.

RECOMMENDATION 4

‘Strengthen social protection systems to guarantee universal coverage for social protection from birth to old age to workers in all forms of work, including self-employed, based on sustainable financing and the principles of solidarity and risk sharing’.

The principle of universal access to social protection is fully supported, extending coverage to the vulnerable workers in the informal economy, whilst cognisance must be paid to the challenges at a national level of financing and resourcing such systems.

The October 2018 the South African Labour Force Survey showed for the 3rd quarter of 2018:

15.4m (40.5%) of persons of working age, including discouraged work seekers were not economically active

2.7m (7.2%) of persons of working age were discouraged work seekers

6.2m (16.4%) of persons of working age were unemployed and

16.4m (43.1%) of persons of working age were employed

According to the narrow definition, 27.5% of the economically active population was unemployed at the end of the third quarter of 2018. Of particular concern is the very limited progress being made in this century in reducing unemployment.

Based on the above, the proposal to ‘guarantee’ universal coverage for social protection would be misplaced. It could only be a long-term, aspirational objective, in line with the concept of our Constitution that provides for progressive realisation of social protection.

Business endorses the strengthening and adaption of social protection systems to meet the changing needs of the new world of work. This must take into account diverse, and emerging forms of work and employment from multiple employers or contractors, to self-employment, informal work, work in different sectors, in small and large enterprises and pooled work or job sharing. It should also take into account mobility, portability across national boundaries and the ramifications thereof.

Social protection systems should look at the entire lifecycle, from pre-birth to old age, providing a safety net through work transitions and changing work. This is an all-of-society issue and constituents all have distinct contributions to play depending on the national context and ability.

Principles such as preservation of retirement funding should be considered by the social partners for the greater good, whilst recognizing that there are differences as well as competing interests amongst constituents as well as affordability considerations. Similarly, retirement funding should be invested responsibly under rigorous, accountable and ethical governance mechanisms in order to ensure that the assets are protected and invested in a manner that will enable them to grow. Trust in the institutional structures for social protection is a key part of the social contract and cannot be underestimated. In developing countries, this requires significant focus given the limited institutional capacity in this regard. In the absence of efficient, effective, inclusive and trustworthy institutional structures, the social protection system will fail.

RECOMMENDATION 5

'Establish a Universal Labour Guarantee that provides a labour protection floor for all workers, which includes fundamental workers' rights, an 'adequate living wage', limits on hours of work and ensuring safe and healthy workplaces'.

This recommendation is ambiguous, contradictory and incongruent with ILO standards. This will make application difficult and there is potential for confusion in terms of interpretation.

The report notes the employment relationship (*'the employment relationship remains the centrepiece of labour protection'*), but simultaneously departs from it (*'at the same time, all workers, regardless of their contractual arrangement or employment status, must equally enjoy adequate labour protection'*). The report refers in part to fundamental rights, but then goes on to refer to non-core rights that have not been universally ratified. The heading speaks to a labour guarantee (implying ongoing guarantee of work); when the content speaks to guaranteeing the right to decent work – which incidentally is not articulated within the ILO standards so as to confer an enforceable right. Further, the guarantee is not expressed with reference to diverse and new forms of employment, so it is difficult to understand how it will apply.

There is little recognition of the fact that businesses have to be more agile, innovative and responsive when dealing with the future of work. Creating guarantees and additional liabilities on business, start-ups, self-employed and other formats of business, does not create a conducive environment that will also for the agility and flexibility that will be required for business survival. The burden of the legislative requirements fall on business, which results in a one-sided obligation and reference to penalties act as disincentives for businesses, particularly smaller and start-up businesses that are already overburdened by multiple legislative and compliance related requirements.

There is a requirement for clear definitions in relation to the following terms, in the content of the future of work:

- Worker: given that there will be various forms of contractual arrangements, the definition of worker will be need to be unpacked further.

- Employer: once again, if the nature of work and work arrangements change, who the employer is will need more clarity
- Work: this recommendation and the report in general does not give significant attention to different and new forms of work
- The term 'guarantee' must be defined with more clarity and certainty provided. Questions arise as to who can provide such a 'guarantee' when there is no guarantee for businesses to survive and provide jobs. In light of the lack of a guarantee of business permanency, how must the state or the private sector provide such guarantee and how will liabilities around the concept be managed?

A concern is raised with the concept of a 'living wage'. While ILO standards provide for minimum wages at a sectoral or national level, the concept of 'living wage' is not defined. Business understands that 'living wages' consistently refer to wages that allow workers to meet their own and their dependents' basic needs. Therefore, 'living wages' depend on a variety of different, often subjective, measures of what is perceived 'good' standard of living. This needs to be counter posed with what is affordable to business or employers, particularly smaller businesses – as set out in the relevant ILO standards.

In the South African context, this recommendation undermines extensive evidence and social dialogue that resulted in an agreement on the national minimum wage. This was a delicate compromise between what was affordable, desirable, most importantly taking into account the impact thereof on employment.

Significantly, the recommendation provides little clarity on how wages will relate to productivity levels – a generally acknowledged requirement. Considering living wages and the needs of employees, without taking into account the link to productivity and affordability for employers will undermine a significant body of national and international norms and standards.

RECOMMENDATION 6

'Expand time sovereignty by crafting working time arrangements that give workers greater choice over scheduling and working hours to balance work and private life, subject to the company's needs for greater flexibility, as well as guaranteed minimum hours'.

Flexible working arrangements are becoming increasingly relevant as the way in which people work, changes. Individual agency in working arrangements leads to heightened employee engagement as pointed out in the research study on this topic conducted by the ILO. This needs to be considered alongside the operational and productivity requirements of a business to ensure competitiveness, productivity and therefore sustainability.

The crux of the recommendation centres around an acknowledgement that there is a need for flexibility within businesses, and that this creates an opportunity for workers to exercise greater agency in terms of the hours they work. It should be noted from the outset, as pointed out in the research, that this arrangement cannot work on all levels of a business, or even in all industries. There will remain jobs that require a 40-45-hour work-week as provided for in the Basic Conditions of Employment Act.

The requirement of social dialogue is imperative as it would not be feasible to impose a single type of arrangement or one-size-fits-all approach across all businesses and employers.

The risk in this recommendation lies in productivity aspect: if productivity is problematic in workplaces implementing a 40-45-hour work-week, such productivity challenges will not be alleviated by reducing working hours. Conversely, there might be cases where lowering hours of work might heighten productivity, but such examples are not considered in the recommendation. The research informing this recommendation moves straight towards recommending a minimum guaranteed number of hours together with lowered working hours. In times of economic hardship, it is entirely possible that a business might do away with having a piece of work done by an employee or person if having such work done will force the business to pay for a minimum guaranteed number of hours regardless of how long the work took to complete.

Similarly, minimum guaranteed hours may operate as a disincentive to formalisation, or employment, in favour of technological solutions.

By building in minimum guaranteed hours, the flexibility aspect that this recommendation seeks to promote, is severely compromised. Furthermore, this recommendation is not easily applicable across all industries and sectors, for self-employed, start-up businesses, or those businesses that transition from informality.

RECOMMENDATION 7

‘Adopt public policies that promote collective representation and social dialogue’

The recommendation seeks to actively promote collective representation of workers and employers and social dialogue through public policies. Innovative mechanisms to enhance representation and voice are required, recognizing the rights of freedom of association and transcending diverse forms of employment and work.

Mechanisms to include the voice of those workers and employers transitioning into the formal economy must be contemplated and catered for.

Many collective bargaining processes are not fully representative of employers and workers. Locally, we have seen a number of court cases challenging the scope of agreement and the right

of association, and also industrial action as a result of agreements that were reached with the unions and larger employers that are not implementable by smaller and less organized participants.

Technology can enable communication and engagement in ways not previously possible. This should be a focal area if worker and employer's organisations are to be relevant and responsive to their constituent's needs in the future.

RECOMMENDATION 8

'Use technology in support of decent work and adopt a human-in-command approach to technology'

Disruptive technologies can support the decent work agenda, replacing obsolete and in some cases lesser skilled work with new, emerging higher skilled work. This does not necessarily imply 'human-in-command' as technological advances may displace the worker, whilst creating new work. Transactional processes and automation can be replacement technologies – eliminating human intervention, thereby supporting increased productivity and lower cost delivery, enhancing overall competitiveness.

While a human centered approach is supported, some of the examples provided in the 'human-in-command' approach are unfortunate. In one example, it is mentioned that humans must be able to override technology – would this be the case even when the technological solution may be safer? Surely technology must be used to optimise outcomes for society. The issue is not whether humans are 'in command' or not, but whether the outcomes are human-centred.

Further, the wording implies preference for systems of human command and control, rather than ones of innovation and learning which is a preferable, creative and more future orientated outcome.

The proposals around the international governance mechanism should be fully cognisant of all national contexts and capabilities. Also, to be considered is how this could be effectively and consistently applied and enforced across international labour administration systems.

RECOMMENDATION 9

'Create incentives to promote investments in key areas for decent and sustainable work.'

We support the effort to promote incentives for productive employment. Evidence has demonstrated that for an unemployed person, work experience substantially improves the

prospects of ongoing employment for such individual. In about 2015 South Africa introduced an employment tax incentive to support youth employment, providing for access thereto under specific circumstances for low earning sectors and employees in special economic zones. The incentive, which currently only applies for employment of young workers in their first jobs, has recently been extended for 10 years, recognising that it is a valuable mechanism to support employment of lower earning employees. Its application to sectors such as agriculture, and smaller, start-up businesses deserves serious consideration given its ability to support rural development, inclusion and employment.

Concrete incentives work best where there is a combination of training and the support, financing and involvement of the government, institutions and stakeholders. Employment incentives are never successful, however, unless they are sustainable in meeting real business needs.

RECOMMENDATION 10

'Reshape business incentive structures to encourage long-term investments in the real economy and develop supplementary indicators of progress towards well-being, environmental sustainability and equality'

The objective to support sustainable business and employment is supported. These must be carefully designed at a national level in order to enable competitiveness, participation by smaller businesses, transitions to formality and encourage new and start-up businesses. The willingness of private funders to assume risk and invest depends on returns, both short and long term.

Stakeholder engagement is a pivotal part of sustainability. Mechanisms to enhance such engagement, and be more responsive to political, environmental and societal pressures is supported. This should apply equally to the public and private sectors, but should not be confused with required governance mechanisms that reinforce accountability.

Innovative mechanisms to incentivise sustainable business practices should be seen in the context of an enabling environment for sustainable enterprises, rather than work against risk management, innovation and competitiveness.

CONCLUDING COMMENTS

BUSA welcomes the report as a basis for engagement for the ILO social partners, recognising that there are a number of elements that need careful reconsideration or expansion. Social dialogue is needed to inform the report, ensure that it is relevant to diverse national contexts, legal systems and agreements, including ILO standards and instruments.

In particular the specific challenges and constraints faced by developing economies needs more consideration. Developing economies, many with large youth populations, face higher levels of unemployment, particularly among the youth; informality; and weaker education and health systems that contribute to lower levels of productivity. This contributes to fiscal constraints and inefficiencies that inhibit adaptation and lifelong learning required to optimise outcomes in a future world of work.

While the focus of the report is on the world of work, this must be viewed in the context of how societies and economies will operate in the future. More work could be done to describe the context in which work will be performed, as well as how business is likely to operate and evolve going forward in different societies and regions.

Our future is only inevitable if we allow it to be. Now is the time for bold vision that recognises that people will thrive in environments that enable them to grow, adapt, interact, contribute and be productive. To do this, we need to have the courage and foresight to free the world of work from traditional concepts and standards that are no longer relevant and helpful.