

Communication on Engagement

2019-2021

PREPARED BY
BUSINESS
CONFEDERATION OF
MACEDONIA



БИЗНИС
КОНФЕДЕРАЦИЈА
НА МАКЕДОНИЈА





BUSINESS CONFEDERATION
OF MACEDONIA

Communication on engagement (COE)

Period covered by this Communication of Engagement:

From: September 2019

to: September 2021

To our stakeholders:

I am pleased to confirm that Business Confederation of Macedonia reaffirms its support to the United Nations Global Compact and its Ten Principles in the areas of Human Rights, Labour, Environment and Anti-Corruption. This is our Communication on Engagement with the United Nations Global Compact. We welcome feedback on its contents.

In this: Communication of Engagement, we describe the actions that our organization has taken to support the UN Global Compact and its Principles as suggested for an organization like ours. We also commit to sharing this information with our stakeholders using our primary channels of communication.

Sincerely yours,

*Mile Boshkov,
Executive president.*





Brief background:

The Business Confederation of Macedonia (BCM) was established in 2001. It started operating as an association of employers that articulated, represented and supported the interests of its members and the interests of the business community in the country. Today, BCM's membership consists of 8.500 companies associated in 13 business associations, with two regional offices in Prilep and Tetovo and head office in Skopje. Apart from representing and advocating for the interests of its members, the BCM is a catalyst of the expression of the business community and a driver of the social dialog and the industrial relations in the country.

Promoting the concept of running businesses responsibly, we encourage the sustainability of the economy and long-term growth of the companies. The knowledge and the views of the Business Confederation of Macedonia are based upon the constant communication with the members – due diligence, in-depth analyses and measurement of the conditions in various social spheres at local, regional and national level.

BCM's focus is continuous improvement of the business environment, support to entrepreneurship, support to micro, small and medium enterprises (MSME) which make the basis of the economic growth and unemployment reduction, as well as advancement of the human capital in the economy through training and education.

As a confederation of the businesses in Macedonia, we monitor the law and bylaws adoption processes, we shall continue to search for ways to facilitate the administrative barriers and to improve the business climate in the Republic of Macedonia, we shall continue to build cooperation with our member and our partners and to represent their interests through regular reporting.

It is a true wish of the Business Confederation of Macedonia to encourage the Republic of Macedonia to be a country where it is safe and worthwhile to run a business, to be a place where life is good, satisfactory and noble.

On national level, BCM is a member of the:

- CSR-Corporative Social Responsibility-member of the coordinative body;
- Minimum wage committee;
- Employment-National Strategy on Employment Policy;
- IPA-coordinator of social partners at sectoral monitoring committee on IPA IV-HR;
- JCC-EU/MK Joint Consultative Committee EU-MKD;
- Local Economic Social Councils;
- NCEC-National Council Entrepreneurship and Competitiveness;
- Inter-resor group on high education committee;
- Business and Human rights committee;
- National interest committee on anti-corruption and business integrity;

On international level, is a member of the:

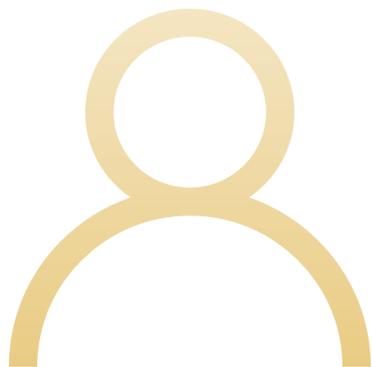
- International Organization of Employers (IOE);
- International Labor Organization;
- The Global Compact;
- Business Europe;
- Adriatic Region Employers' Centre and;
- a signatory organization to the Global Deal.



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Description of Actions and Outcomes

Results:



1600 STAKEHOLDERS



30 EVENTS



OVER 25 INITIATIVES



Business Confederation of Macedonia considers the United Nations Global Compact as an initiative that brings the ecosystem closer to the responsible way of doing business at a global level. As a social partner to the Republic of North Macedonia and as a representative from the business sector, we have the duty to guide our membership towards this initiative as a responsible way towards sustainability.

Furthermore, we use any possible opportunity to promote this aligning strategies and operations with universal principles on human rights, labour, environment and anti-corruption, and take actions that advance societal goals.

Companies - large and small - have taken responsibility for the society in which they operate. Small and medium-sized enterprises (SMEs) have always done things that could be called "corporate social responsibility", even though they do not know how to use the term themselves. This is the reason why Business Confederation of Macedonia strives to address the need and raise the awareness for corporate social responsibility on a national level.

The developments and negotiations at international level urged employer organisations at national level to develop strategies for CSR in order to be able to contribute to the debate and have power to orient their governments in adopting the competitiveness and business friendly, non-obligatory measures and avoiding any initiatives where governmental responsibilities are tried to shift on companies. To this end, CSR has to be understood best by the national employer organisations, as they are the main bodies who take part in the negotiations with the government and other stakeholders and who has the main responsibility to orient their member companies in developing effective CSR policies.

2020 and 2021 were a big obstacle due to the pandemic. However, Business Confederation of Macedonia had the capacity and willingness to accommodate to adapt to the new way of working. Because of that we all took a specific part in creating the new normal. Therefore, in this report we put special emphasis on the work and contribution of BCM in the process of dealing with the COVID-19 crisis. With this being said, Business Confederation of Macedonia promoted the UNGPs on a national and local level through:

a) Social dialogue at the national level (bipartite and tripartite relations); involvement in EU social dialogue

The ESC is the only tripartite social dialogue institution at national level, with a consultative role to the Government in the development and implementation of economic and social policies. In the Republic of North Macedonia, ESC is a tripartite body where Trade Unions, Employers' Organizations and the Government take part. This means besides the social partners, the State by nominating representatives from relevant ministries, participate in.

The specific is that all legitimate and legal entities in the form of trade unions and employers' organizations have the right to be involved. So, all social partners have the right to give their opinion and comment on the topics of discussion, during ESC meetings and beyond. Depending on the different situations by using various tools, all social partners can express their attitude and submit it to the other parties for consideration.

The last two years the world was struck by the COVID-19 pandemic, so the social dialogue was facing some challenges and obstacles. However, we conducted the social dialogue at the national level on a regular basis, in full composition in accordance with the recommendations of the



government, online through regular meetings of both the Economic-Social Council and the working group on labour law.

During the ESC meetings, social partners through the social dialogue discuss present topics and as a result of it they create and submit their position about important issues in the field of labour, economic and social area to the Government. Later, in the process of decision making, the Government is obligated to take on consideration these documents.

Regarding the ESC meetings, we would like to mention that they are held in two parts: preparatory and main part. Right to take participation in the first part of the meeting have all social partners, but participation in the second part of the meeting and the right to vote have only representative trade unions and representative employers' organizations. The current situation in our country is such that we have only one representative from each side. We have this situation because of the legal setting which makes the representativeness almost impossible to achieve.

The most important and the most influential factor that affects the improvement of the social dialogue in our country, is definitely the ILO. Through the "Strengthening Social Dialogue Project", ILO is supporting the participation of social dialogue institutions in policy making at national and local levels and is fostering the practice of regular consultations through the national and local economic and social councils. The ILO's commitment to strengthen social dialogue through this project is certainly an enormous assist for us as social partners, but also for all other parties that directly or indirectly benefit from this process. But definitely, it remains on us to set and achieve aims to become better, to build our capacities and to share our experience with others.

In this sense, BCM is directly involved by giving an effort to make an effective social dialogue in our country. The ultimate goal of tripartite social dialogue is to build consensus on economic, social and labour policy issues. Therefore, it is necessary to constantly give comments, suggestions and recommendations about present-day issues in various forms. At the same time, it is necessary to promote the necessity for improving our capacities as social partners and the need for mutual respect and trust between employers, employees and government if we want to have an effective social dialogue. This means that we have to put ourselves in the shoes of the other side If we want to understand and accept them instead of trying to dominate them.

Concerning the EU social dialogue, several factors have the huge impact. Macedonia is not yet approaching the point of starting negotiations for harmonization of the EU accession legislation. That fact does not deter us from a more serious engagement and substantial cooperation with the natural social partners from the EU. Additionally and unfortunately ECOSOC has decided to freeze the activities within the joint consultative committee EU-MKD, this is a sufficient indicator for our participation in the EU social dialogue. However, there is cooperation and partnership with certain employers' organizations and international organizations with which we draw knowledge and activities within the EU. We try to implement and promote European values in social dialogue, and we can say that there are different levels of understanding, acceptance and implementation. Peer learning from the EU helps us to follow trends, which put us on reputable place on national level.



b) The COVID-19 Agenda

Business Confederation of Macedonia, from the very beginning of the outbreak of the COVID-19 virus, the declaration of a state of pandemic and during the COVID-19 crisis, is actively involved in helping and guiding companies to properly face and deal with the challenge how to continue with work and to remain efficient, without disturbing the public health and not reducing the number of employees. We must admit that no one is an exception and we are all affected by the new situation. Therefore, we all need to follow the new trends and adapt to the new way of working, using the most appropriate measures and tools that will help us achieve this goal.

In that regard, the Business Confederation of Macedonia has developed and enabled free download of the following rulebooks:

1. „Manual for action of companies due to the occurrence of a pandemic – COVID- 19“

The manual contains information on how to spread COVID-19, how to prevent the spread of COVID-19 in the workplace, how to regulate the relationship between employers in case of occurrence of COVID-19 in the workplace, how to maintain hygiene in business premises as well as procedures for organizing business meetings :

<http://bcm.mk/wp-content/uploads/2020/03/%D0%9F%D1%80%D0%B8%D1%80%D0%B0%D1%87%D0%BD%D0%B8%D0%BA-%D0%B7%D0%B0-%D1%80%D0%B0%D0%B1%D0%BE%D1%82%D0%BD%D0%BE-%D0%BC%D0%B5%D1%81%D1%82%D0%BE-%D0%B2%D0%BE-%D1%81%D0%BB%D1%83%D1%87%D0%B0%D1%98-%D0%BD%D0%B0-%D0%BF%D0%B0%D0%BD%D0%B4%D0%B5%D0%BC%D0%B8%D1%98%D0%B0.pdf>



ПРИРАЧНИК

за постапување на компаниите поради појава на пандемија – КОВИД - 19

Во јануари 2020 Светската Здравствена Организација (понатаму СЗО) ја прогласи појавата на новиот коронавирус во Хубеи, Кина за голема опасност за јавното здравје во меѓународни рамки. СЗО најави дека постои голем ризик за КОВИД – 19 да се распространи низ целиот свет, поради што во соработка со надлежните органи за јавното здравје низ целиот свет преземаат мерки за да се спречи ширењето на КОВИД – 19. Целото општество, вклучително и деловните субјекти и работодавачите - мора да преземеме дополнителни мерки доколку сакаме да престане ширењето на овој вирус. Распространувањето на КОВИД – 19 е глобален и реален проблем и поради тоа работодавачите и компаниите мора одговорно да се однесуваат. Најважно од се е да се применуваат мерките за заштита, со цел намалување на шансите за се поголемо негово проширување во државата. Поради тоа, Ви ги споделуваме нашите препораки за тоа како да ги заштитите сите во Вашата компанија од КОВИД - 19.

Овој прирачник ќе им помогне на работодавачите и деловните субјекти за уредување на начинот на:

- Спечување на ширење на КОВИД -19 во работното место
- Постапување во случај на појава на сомнителен или потврден случај на КОВИД-19, на работното место
- Справување со ризиците од КОВИД – 19 при организирање на состаноци
- Дополнителни информации и ресурси

1. **Како се шири КОВИД -19?**

Кога некој кој има КОВИД – 19 кашла или издишува, тој испушта капки од инфицираната течност. Многу од овие капки паѓаат на површини и предмети како што се работните површини, масите или телефоните. Секој може да се зарази со КОВИД -19 преку допирање на овие површини или предмет, а потоа допирајќи ги своите очи, нос или уста. Вирусот може да се пренесе на растојание од еден метар со заразно лице. Вирусот се шири многу слично на сезонскиот грип. Повеќето лица заразени со КОВИД – 19 се соочуваат со лесни симптоми и лесно заздравуваат. Повисок ризик од вирусот снесат лица над 40 години, лица со намален имунитет и хронично болните. Во моментот, периодот на инкубација на КОВИД-19 се проценува дека е 14 дена. Симптомите кои можат да се развијат во рок од 14 дена по контакт со лице заразно од КОВИД 19 се кашлица, потешкотии при дишењето, покачена телесна температура.



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2. „A guide for employers to manage the workplace during COVID-19 crisis“

This Guide was developed by the Business Confederation of Macedonia and the International Labor Organization. The guide contains guidelines and tips on how employers can protect the workplace, how to regulate work from home and safety and health at work during the COVID-19 pandemic, how to protect against dismissal, all in accordance with applicable national laws. and the measures and recommendations of the Government of the Republic of Northern Macedonia:

<http://bcm.mk/wp-content/uploads/2020/04/%D0%92%D0%BE%D0%B4%D0%B8%D1%87-%D0%B7%D0%B0-%D1%80%D0%B0%D0%B1%D0%BE%D1%82%D0%BE%D0%B4%D0%B0%D0%B2%D0%B0%D1%87%D0%B8-%D0%B7%D0%B0-%D1%83%D0%BF%D1%80%D0%B0%D0%B2%D1%83%D0%B2%D0%B0%D1%9A%D0%B5-%D0%BD%D0%B0-%D1%80%D0%B0%D0%B1%D0%BE%D1%82%D0%BD%D0%BE%D1%82%D0%BE-%D0%BC%D0%B5%D1%81%D1%82%D0%BE-%D0%B7%D0%B0-%D0%B2%D1%80%D0%B5%D0%BC%D0%B5-%D0%BD%D0%B0-%D0%9A%D0%9E%D0%92%D0%98%D0%94-19.pdf>



3. "Manual for business enterprises on back to work during and after COVID-19"

This handbook addresses several key issues that every employer should consider in the process of preparing and establishing the usual way of doing business with a particular focus on regulating workplace safety and health.



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<http://bcm.mk/wp-content/uploads/2020/05/%D0%9F%D1%80%D0%B8%D1%80%D0%B0%D1%87%D0%BD%D0%B8%D0%BA-%D0%B7%D0%B0-%D0%B4%D0%B5%D0%BB%D0%BE%D0%B2%D0%BD%D0%B8-%D0%BF%D1%80%D0%B5%D1%82%D0%BF%D1%80%D0%B8%D1%98%D0%B0%D1%82%D0%B8%D1%98%D0%B0-%D0%92%D1%80%D0%B0%D1%9C%D0%B0%D1%9A%D0%B5-%D0%BD%D0%B0-%D1%80%D0%B0%D0%B1%D0%BE%D1%82%D0%B0-%D0%B7%D0%B0-%D0%B2%D1%80%D0%B5%D0%BC%D0%B5-%D0%B8-%D0%BF%D0%BE-%D0%9A%D0%9E%D0%92%D0%98%D0%94-19.pdf>

БИЗНИС КОНФЕДЕРАЦИЈА НА МАКЕДОНИЈА

Прирачник за деловни претпријатија
ВРАЌАЊЕ НА РАБОТА ЗА ВРЕМЕ И ПО КОВИД - 19

МАЈ, 2020 година

Враќањето на работниците на работното место за време на пандемијата КОВИД-19 и по нејзино завршување, нема да биде едноставно. Тоа значи дека утврдувањето на датум за повторно отворање или враќање на работното место нема да биде доволно. Напротив, ќе треба да се подготват нови правилници или да се ревидираат старите за да може да се усогласат активностите во деловното работење со новата норма. Многу работни места беа променети со цел прилагодување на новите околности и некои од овие промени веројатно ќе бидат долготрајни, дури и во време на пронаоѓање и примена на долго очекуваната широко достапна вакцина или третман.

Плановите за враќање на работно место ќе се разликуваат по деталите и кај секој работодавач ќе изгледаат поинаку, поради што Бизнис Конфедерација на Македонија изработи Прирачник за деловни претпријатија за враќање на работа за време и по КОВИД -19 со кој ќе се осврнеме на 10^{те} клучни прашања кои што секој работодавач ќе треба да ги разгледа и земе предвид во процесот на подготвување и воспоставување на вообичаениот начин на деловното работење.

4. „Manual for Employers on Work from Home in Response to the Pandemic COVID-19“

Companies implement “work at home” protocols as a precautionary measure or in response to a government order to limit contact. This handbook provides company recommendations, including the tasks and responsibilities of employers and workers, considerations and challenges, methods for addressing and addressing those challenges. The manual also contains a template that should allow companies to develop a work plan from home.

<http://bcm.mk/wp-content/uploads/2020/06/%D0%9F%D1%80%D0%B8%D1%80%D0%B0%D1%87%D0%BD%D0%B8%D0%BA-%D0%B7%D0%B0-%D1%80%D0%B0%D0%B1%D0%BE%D1%82%D0%BE%D0%B4%D0%B0%D0%B2%D0%B0-%D1%87%D0%B8-%D0%B7%D0%B0->



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[%D1%80%D0%B0%D0%B1%D0%BE%D1%82%D0%B0-%D0%BE%D0%B4-%D0%B4%D0%BE%D0%BC%D0%B0.pdf](#)



► Прирачник за
работодавачи за работа
од дома како одговор на
пандемијата КОВИД-19

5. „Business Continuity Manual for companies during the COVID - 19 crisis“

This handbook was developed by the Business Confederation of Macedonia and the International Labor Organization, in order to help companies to assess the potential risk that arises under the influence of COVID - 19 and what will be the impact on employees, processes, profits and partnerships. The handbook will also help companies create an effective business continuity plan that will protect themselves and their employees in the future. A video containing a practical example on this topic was also prepared and published.

<http://bcm.mk/wp-content/uploads/2020/07/%D0%91%D0%9A%D0%9C-%D0%9F%D0%BB%D0%B0%D0%BD-%D0%B7%D0%B0-%D0%B4%D0%B5%D0%BB%D0%BE%D0%B2%D0%B5%D0%BD-%D0%BA%D0%BE%D0%BD%D1%82%D0%B8%D0%BD%D1%83%D0%B8%D1%82%D0%B5%D1%82-%D0%BA%D0%BE%D0%BD%D0%B5%D1%87%D0%BD%D0%B0-%D0%B2%D0%B5%D1%80%D0%B7%D0%B8%D1%98%D0%B0-%D0%BC%D0%BA%D0%B4-converted.pdf>



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Оваа алатка е креирана со цел да ги поддржи малите и средните претпријатија за време на кризата настаната поради појавата на вирусот КОВИД-19. Суштината на оваа алатка е изготвувањето на посебен план за деловен континуитет наменет за деловните претпријатија. Овој инструмент ќе ви помогне да:

1. Направите проценка на нивото на ризик и ранливост на вашето претпријатие и
2. Развиете ефикасен систем и план за делување во услови на состојби ризични за вашиот бизнис.

Целта на оваа алатка е утврдување на нивото на ризик и нивото на ранливост на вашето претпријатие предизвикано од кризата настаната поради појавата на пандемијата КОВИД-19 и тоа во однос на неговото влијание врз вашите **вработени, деловни процеси, профитот и партнерствата**:

Additionally, BCM conducted a Needs Assessment Survey to identify the key challenges that the companies are facing due to COVID-19. This research was conducted among companies on national level. The surveyed companies belonged to a number of sectors, including construction, education, finance, mining, agriculture with up to 100 employees. From the conducted research, an analysis was prepared for the current situation caused by the COVID-19 pandemic. BCM also participated in the implementation of the research by the International Labor Organization and the European Bank for Reconstruction and Development, of which results was prepared a report regarding COVID-19 and the world of work - Rapid impact assessment on labor places and policies in response to the crisis caused by COVID-19, as well as a Report on the impact of COVID-19 on the Macedonian business sector and jobs.

Next, under the influence of the health crisis COVID - 19, which also caused an economic crisis, we publicly invited all interested companies to join Business Confederation of Macedonia as members, free of charge for one year. The free membership provides legal assistance, advice and information to prevent the occurrence of COVID - 19 at the workplace, as well as for the manner of implementation of the measures and recommendations adopted by the Government of Republic of North Macedonia with special reference to the measures for restricted movement, issuance of movement permits and for the set of measures for financial support of the companies.

Finally, we would like to add that in the past, the entire BCM team was actively present on social media and television, as well as in international online webinars, conferences and summits organized by the International Labor Organization (ILO), the International Organization of Employers (IOE) and other reputable international organizations, through which we exchange good practices and get acquainted with global trends for the most appropriate measures and tools to adjust the work process in the time of COVID-19.



6. Adaptation to the New Normal

The Republic of North Macedonia, still a developing country, is facing difficulties in introducing and establishing telework. While in the world modern information and communication technologies have long enabled work from home, our country and region it is still not practicing it regularly. Until now, in Macedonia, those who applied telework were international companies, especially those in the IT sector.

Some of the challenges faced by companies in establishing work from home, especially in the period of a pandemic, included:

- Difficult communication;
- Unsafe communication and technical problems;
- Longer working hours;

In those areas where it is possible, companies should be more flexible and allow employees to have the option of working from home or office. We also propose the introduction of employee monitoring programs in order to maintain their productivity. At the same time, worker's privacy should be secured and equality should be provided between workers and employers.

At the moment in our country, the Labor Law in one article provides for the conclusion of an employment contract by doing work from home. With such an agreement, the employee and the employer can agree on the employee to perform the work that belongs to the activity of the employer or that is necessary to perform the activity of the employer at home. The rights and obligations that depend on the nature of the work at home are regulated between the employer and the employee by an employment contract. According to the same article, the employee is entitled to compensation for the use of his means for work from home. The amount of this compensation is determined between the employee and the employer in the employment contract. Moreover, a new labor law is currently being drafted, which we hope will contain a more comprehensive introduction of work from home.

So far, we have not been informed of certain difficulties in implementing the legal provisions in practice. With the outbreak of the pandemic, following the recommendations of the government, some companies, including BCM, began to carry out work activities from home, and those who could not organize telework introduced relevant measures to protect the health of the employees.

We would like to add that It is important to plan change management from the point of view of organizational management, to provide adequate technical, mentoring and psychological support to employees in a way that adaptation will have less impact on regular organizational processes. It is important to talk to employees, and get them involved in decision making. Each individual can help with planning and implementing change. Finally, we believe that the introduction of flexible working conditions in the development strategies of companies will attract and retain workers.

c) Continuous promotion of the UNGPs

Business Confederation of Macedonia has continued to promote the United Nations Guiding Principles on Business and Human Rights. It did so through a range of marketing tools and communication channels.



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Through social media and online presence, the support and promotion of responsible doing business through respect for human rights is noticeable. By promoting the United Nations Guiding Principles on Business and Human Rights, BCM promotes responsible business conduct as a sustainable way of doing business in the interest of the whole ecosystem.

The visitors of our website have an opportunity to discover our connection with the United Nations guiding principles for human rights. We deliver the information in a transparent manner with a library and direct link to our network as a member of the global compact.



d) Continuous promotion of anti-corruption preventive and reactive measures

As a key part of the Macedonian business ecosystem, BCM in cooperation with the International Labour Organization has been working to create a favourable business environment for its member companies and the wider business public. From 2007 onwards, this initiative works on mapping and combating the changing trends and the development of key policies that affect the environment in which Macedonian companies operate. The key topics that are addressed are: enabling legal and regulatory environment, Rule of law and secure property rights, Access to financial services, Loyal competition and Entrepreneurial culture. According to the latest analysis for enabling environment for sustainable enterprises that BCM has prepared in 2019, corruption and bribery continue to be widespread in the country and undermine its economic expectations. For the second year in a row, North Macedonia stagnates in terms of the fight against corruption and at the same time falls behind in the ranking according to the Transparency International Index. In the latest analysis for 2020, North Macedonia dropped to 111th place compared to the previous year with 35/100 points. The main finding/perception among the relevant business and socio-economic stakeholders is that the corruption in North Macedonia exist as a basic challenge for a modern and democratic society that is in phase of EU accession.

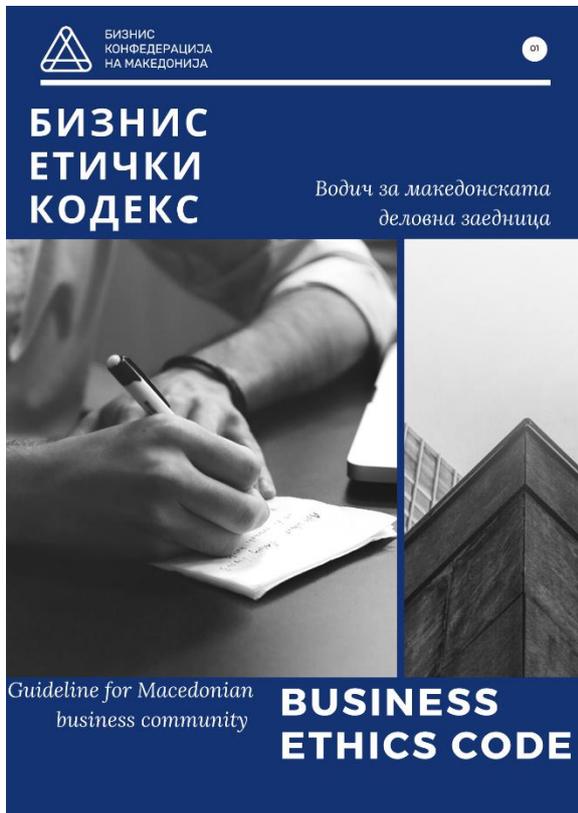
The main finding/perception among the relevant business and socio-economic stakeholders is that the Corruption in Macedonia exist a basic challenge for a modern and democratic society in phase of accession EU. As the relevance sections of the concept note have laid down, the issue of Corruption in Macedonia is among the most critical problems to hinder the economic development of the country in the past years. It represents a complex problem that is a





result of both external (the lingering economic crisis, the status of the country in relation to EU and NATO integration etc.) and internal issues (country’s political and economic system, lack of business ethical culture, human resource capacity etc...). In recent past we have been witnessing of inefficient measures undertaken by the state, but the international community and national civil society that are set to overcome this problem. However, is a complex issue that can only be approached on long-term basis and including a cross-sartorial collaboration between multiple stakeholders. Nevertheless, as corruption in general has been a great problem, the corruption among business society becoming an even more alarming threat affecting business community to have a less competitive policy dialogue and advocacy position. In addition, and unfortunately the anti-corruption support programmers are poorly funded and have been declining over the years. Furthermore, the relevant public actors have made no significant, or systematic effort,, to develop anticorruption action. Recommendations presented in the State Programme 2020-2024 strongly affirm the understanding that national integrity should be embedded in and expanded among all social actors, in addition the recently adopted Law on protection of whistle-blowers (systematic and important law on prevention corruption in public and private sector) pending its

implementation. As an organization that promotes transparent and responsible way of doing business, for tackling this issue for the past two years Business Confederation of Macedonia has been a part of the Members of the Advisory Body to Strengthen Integrity and Reduce Corruption in the Business Sector. Also, we’ve updated and concluded our previously composed booklet on business ethical codex for anti-corruption. The Booklet for Business Ethics is an assistance manual for developing and applying a business code of ethics in North Macedonia. It is aimed at creating a fair, transparent and competitive business environment in North Macedonia, which is particularly intolerant of corruption practices. The main idea of the Code is to develop stronger ethics working relations for increasing competitiveness and innovation of the companies in our country, which is important and active support for Macedonian membership in the EU. In order to provide companies with a



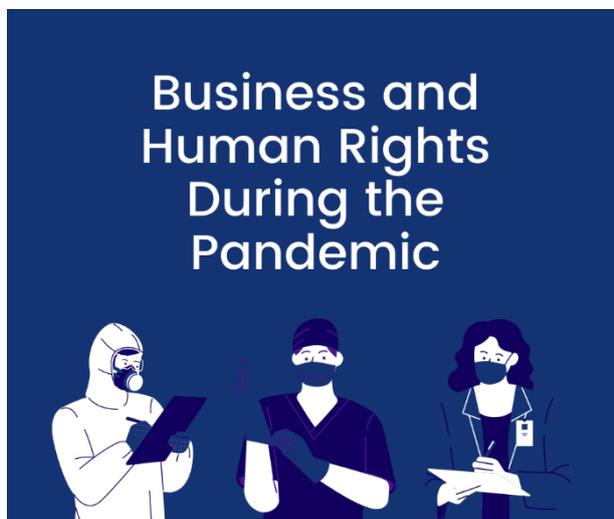
professional and reliable service, they must share common vision, aims and values that will enhance commitment, enthusiasm and effectiveness of whole business sector, allowing them to learn from each other and share good practice. The Booklet for Business Ethics was developed through a series of working sessions that involved Macedonian and Slovak experts from the business sector, professors of the Faculty of Economy and Government officials.



BUSINESS CONFEDERATION
OF MACEDONIA

- e) Continuous initiatives on human rights and promoting freedom of association through inclusion of stakeholders in decision-making process

The right to freedom of association is core to any society. It is an indispensable right in enabling citizens to monitor the human rights situation in a country and to support the implementation of human rights policies. It is key for the work of human rights defenders. Over the last years, Business Confederation of Macedonia promoted freedom of association and involvement in fighting for human rights. As promoters for social dialogue and one of the social partners to our government, we strive to enhance the capability not only to our member companies, but also to enhance the capacities of the workers in the fight for their rights.



Furthermore, we collaborated with organisations of employers and trade unions from around Europe on initiatives that will enhance the capacities of the employees in knowing their rights on the workplace and everyday life. One of the initiatives that we have been working on is the actual involvement of the workers in the management decisions. After identifying the current situation and existing legislation on employee involvement in undertakings in North Macedonia, we initiated actions to familiarize the social partners and actors at company level with the content of EU law on employee involvement. The social partners expressed their interest to participate more in this kind of initiatives that opened some interesting issues in the companies and directed them to address employees' involvement as an integral part of their corporate policies. In these initiatives, we involve various stakeholders from various sectors. We have been working on an inclusive management models in the chemical industry through which we developed employee involvement in the decisions taken within companies through strengthened mechanisms of information, consultation and participation in chemical companies operating in 11 countries. We have also been working on a greater employees' access to training through consultations within undertakings and encouraged the efforts made and enabled direct employee's participation in decision-making processes based on number of instruments used.

Trying to promote responsible way of respecting human rights in the enterprises, we collaborate with many European organizations in the business sector and working on an initiative for mutual cooperation of social partners in Europe on ensuring better legal provisions, transparency and access to information for employees.