



**Federation of
Uganda Employers**
The Voice of Employers

**WORKING FOR
A GROWING AND MORE
PROSPEROUS UGANDA**

Who We Are?

The Federation of Uganda Employers (FUE) is Uganda's most representative organization of business and employers.

Our purpose is to help build a better, sustainable future by influencing, supporting and delivering solutions for business success.

FUE engages with key stakeholders in Uganda through four regional offices and internationally through our extensive international network.

We proudly speak on behalf of Ugandan businesses campaigning for real changes to the policies that matter most to business.

In partnership with our trade associations, we lobby government and policy makers nationally and internationally to maintain a positive climate for business to drive economic growth. FUE policy positions are shaped by our diverse membership community which range from small enterprises to large corporations, domestic to multinational entities and 27 sectoral associations covering a wide range of industry sectors.

In addition to advocacy, FUE provides a wide range of professional services and management training to members on all aspects of human resource management, occupational health and safety, employee relations and employment law. We regularly host market leading industry and business events, develop positions on issues impacting businesses, conduct economic research, forecasts and analysis. Our role as a public commentator on the economy is significant.

FUE represents over 700 Members in both the private and public sector with our members contributing greatly to annual job creation and wider economic growth. FUE is also represented in the Uganda Stock Exchange where over 15 FUE members have been listed in the Uganda Securities Exchange (USE).

FUE members employ over 55% of the private sector workforce in Uganda

What We Stand For?

Our Purpose

To build a better, sustainable future by influencing, supporting as well as delivering solutions for business success.

Our Vision

To be Uganda's leading organisation in serving employers' interests and needs.

Our Mission

To enhance employer competitiveness through policy, advocacy, fostering effective employment relations, and provision of market driven business development services.

Our Values



Integrity



**Client
Centricity**



Innovation



Adaptability



Sustainability

Our Strategy 2023-2025

Our strategy is centered on delivering effective services and policy changes to create an enabling environment for sustainable enterprise development.

Our key policy framework for 2023-26 is focused on delivering five key policy initiatives;

- Increase Affordable Access to Finance for SMEs
- Improve National Skills across All Sectors
- Reform Commercial and Labour Laws
- Accelerate Social Security Reforms
- Promote Socially and Environmentally Sustainable Enterprises

How We Achieve Our Objectives?

At the national level, FUE influences policy through its work with the government. We strive to continuously campaign for positive change to the key and current issues through our presence on different platforms. Through our relationship with the Ministry of Gender, Labour and Social Development, we will continue to promote the interests of employers on issues like taxation, minimum wage and wider social, economic and environmental policies. Through our role at the Presidential CEO forum, FUE will further engage directly with the President's office to ensure that the voice of employers is heard.

1. Innovation

We will stay at the forefront of the business landscape by fostering a culture of innovation and adaptability. This will involve regularly assessing market trends, identifying emerging needs and proactively developing new services and solutions that cater to changing business requirements. We will also embrace technology and digitalisation to enhance our operations and service delivery.

2. People, Process And Technology

As a way of future proofing FUE, we commit to building strong systems, adopting the most relevant technology to continue work operations and continuously commit to strengthening the capacities of our human resources through equipping them with the necessary tools, resources and different training programs aimed at efficient service delivery.

"One of the greatest challenges of running a business that does a lot of imports and exports is the cost of taxation. It was even worse than when we had just started. However, we have seen a remarkable positive change in taxes ever since Federation of Uganda Employers started engaging on behalf of the business community."

Joseph Balondemu, Human Resource - Wagagai Flower Farm

3. Growth and Scale

We will continue to grow FUE's existing business as a professional member services organisation through business clinics, customised member services for business communities like the Chinese community in Uganda as well as other foreign communities, the introduction of specific services to sectors like education, healthcare as a way of tapping into sector specific markets.

We will drive the growth of FUE through carefully selected acquisition, alliances and partnership opportunities in both core business and adjacent niches.

4. Scaling up our Regional and International Networks

FUE as a long-standing member of the largest global network of business, the International Organisation of Employers (IOE), will create further opportunities for members to access and utilise this global network.

FUE as the sole private sector constituent of the International Labour Organisation (ILO) which provides a gateway into the UN system will continue to create opportunities for members to work with the ILO and other UN agencies.

FUE will continue to build strong partnerships with businesses in Norway and Denmark through collaborations with the Confederation of Norwegian Enterprises (NHO) and the Confederation of Danish Industry (CDI).

Regionally, FUE will continue to work closely as a member of the East African Employers Organisation (EAEO) as well as other regional employer organisations.

Working For Members: Policy Impact

FUE is well recognised in policy circles and it is part of several policy committees across Uganda. FUE's main role on these bodies is to ensure that Employers' views and interests are represented in the policy discussions and decisions that are undertaken by the respective bodies.

FUE engages in oversight of the national budget process to ensure that the allocations to various sectors and the subsequent taxes consider the

concerns of Employers. For instance, in the case of the 2022/2023 budget, FUE as the sole representative of Employers reviewed the tax policy to ensure that government does not increase the cost of doing business as companies were still recovering from the negative effects of COVID-19.

FUE Members of the Presidential CEO forum:

Through the Presidential CEO Forum, FUE has presented policy issues to the President such as; access to finance through UDB, lowering electricity tariff for industrialists, the inclusion of employers as implementing partners in the Parish Development Model and responses to challenges of individual FUE member companies.

Examples: FUE Policy Work

- **Promoting Education:** FUE reviewed and developed policy positions representing Employers' views to Parliament on National Curriculum Development Centre Amendment Bill 2020 which resulted in the prioritisation of skills in the curriculum.
- **The National Social Security Fund:** Through FUE's Membership to the NSSF Board, the board undertook reforms specifically amending the law to expand coverage and increase the number of benefits.
- **Labour Disputes and the Industrial Court:** FUE has been engaging with Parliament to influence members' positions on the Labour Disputes (Arbitration & Settlement) Amendment Bill, 2019. Some of the points raised in the position papers include; the need to change the name industrial court to Employment and Labour Relations Court as the word industrial seemingly refers to industrial or manufacturing establishments, yet employment and labor relations encompass all workers and employers across different sectors in the country.
- **Post COVID-19:** In a bid to ensure business continuity, FUE presented to Parliament a position paper that provided clear recommendations on how the government could support businesses to continue thriving despite the challenges brought by the pandemic.

- **The Industrial Court:** FUE has reduced the cases referred to the labour offices and the industrial court. In previous years, Employers would lose about 98% of cases but this has reduced to 48% as of December 2020.
- **Infrastructure:** FUE has worked closely with other business networks to advocate for the construction of new hydropower plants to support the reduction of electricity costs to 5 cents (USD) per unit for industrialists.

Working For Members: Promoting Health and Education

FUE works with the various government Ministries, Departments and Agencies (MDAs) to enhance service delivery in education and health. For instance, FUE reviewed and developed policy positions representing Employers' views to Parliament on the National Health Insurance Scheme Bill 2019 and National Curriculum Development Centre Amendment Bill 2020. The policy position papers were presented to Government for consideration.

FUE also reviewed the National Curriculum Development Amendment Bill, 2020 and prepared a position paper that was presented to the Parliamentary Committee on Education, Science and Sports. FUE also worked with partners to design Standard Operating Procedures (SOPs) for managing COVID-19 pandemic responses at the workplace.

FUE is a global pioneer in managing HIV/AIDS in the world of work. To address the negative impact of the HIV/AIDS epidemic on businesses, protect staff and consumers, the One Dollar HIV&AIDS Initiative (ODI) was started. Through the ODI, FUE made sure that Employers made at least a dollar-a-day contribution to combating the HIV/AIDS epidemic.

FUE has evaluated and created comprehensive policies on human resources, HIV/AIDS and sexual harassment. It has also taken part in activities that support Sexual Reproductive Health Rights(SRHR) and Gender Equality. FUE has also assisted member associations in creating and implementing workplace initiatives for the last six years.

"The role of FUE in the health and education system of Uganda is absolutely remarkable. They have done a lot in sensitising the Ministry of Education in regards to preparing graduates that are ready for the world of work."

Onesmus Oyesigye (CPA), Executive Secretary, Uganda Business and Technical Examinations Board

Working for Members: Supporting FUE Members Sustainability and Inclusion Efforts

FUE supports good business practices from firms through the Employer of the Year Awards (EYA) 2021/2022 survey and Awards ceremony.

Delivering societal goods, FUE implements several Corporate Social Responsibility (CSR) activities as a contribution to ensuring Employers work and live in a conducive business environment.

The Federation has for long championed Disability Inclusion At The Workplace. FUE has a long-standing partnership with the National Union of Disabled persons of Uganda (NUDIPU) hence an increase in the number of employers being sensitised to disability inclusion in the workplace. In addition, since 2018, FUE has been acting as the Secretariat for the Uganda Business and Disability Network (UBDN), a network run by businesses to promote disability-inclusive workplaces in Uganda.

FUE also has several Memorandums of Understanding (MOUs) with various partners in the subject of disability inclusion. In 2020, FUE signed an MoU with Sight Savers International, and ADD International to promote disability inclusion initiatives. FUE also supported the development of the Job Connect for Inclusion Portal to provide easy access to job opportunities for Persons with Disabilities (PwDs).

"As the National Union of Disabled persons of Uganda, our message to employers has always been; give a chance to PwDs if they have what it takes. We are seeing employers offer opportunities to PwDs, and we attribute this success to our relationship with Federation of Uganda Employers."

Edson Ngirabakunzi, Executive Director, National Union of Disabled persons of Uganda (NUDIPU)

Working for Members: Promoting the Digitisation Agenda

Through partnerships and collaborations, FUE has been able to enhance ICT policy and infrastructure development while also working directly with companies to promote digitalisation. For instance, FUE has designed and developed a Job Portal to provide easy access to job opportunities. FUE also signed a Memorandum of Understanding (MOU) with Brighter Monday Uganda (BMU), an online recruitment agency with a job portal to integrate the two job portals and ensure Employers have a bigger pool of candidates to choose from.

Working for Members: Addressing the Challenges of Informality

FUE is actively working with the relevant government MDAs to facilitate a positive view of informal sector players as opposed to the general perception of them as being illegal. FUE does this through labour law sensitisations, awareness creation on formalisation of enterprises as well as offering financial literacy training skills to entrepreneurs to grow their enterprises.

"We commend Douglas Opiyo, Executive Director of FUE for his outstanding leadership of The ILO Global Business Network on Forced Labour."

Deborah France-Massin, Director, International Labour Organisation (ILO)

