



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



2024 ANNUAL REPORT



KINYARA SUGAR LTD'S REMARKABLE CONTRIBUTION IN COMMUNITY DEVELOPMENT

Background:

- Established in 1972 as National Sugar Works Limited.
- Produced a total of 12,000 tonnes of sugar between 1976 and 1978.
- Period 1978-86 was challenging with sugar production coming to a halt.
- Feasibility studies and rehabilitation were done between 1987 and 1996.
- H.E. President Gen. Yoweri Kaguta Museveni Museveni re-commissioned the mill as Kinyara Sugar Works Limited in April, 1996. (managed by Booker Tate till 2006).
- Privatized in June 2006 and rebranded to Kinyara Sugar Limited (KSL).



VISION:

To be a market leader in production of mill white sugar and green energy by partnering with communities for growth and sustainable development.

Mission:

To be an environmentally conscious company devoted to enabling sustainable wealth creation for all our stakeholders; contributing to the Ugandan economy through employment, production of sugar and its bi-products while meeting the needs and preferences of our customers.

Current Status

Kinyara Sugar Limited (KSL) is the second largest sugar producer in Uganda. Voted among East Africa's Super brands in 2008 and 2009, Kinyara Sugar is the best quality sugar on the Ugandan market and is certified by the Uganda National Bureau of Standards (UNBS). Kinyara Sugar has also been awarded the **"People's Choice Awards"** for best sugar on the market.

Kinyara Sugar Limited (KSL) has an installed crushing capacity of 10,000 tonnes of sugarcane per day. Industrial Sugar Refinery On 5th February 2021, H.E Yoweri K Museveni commissioned a US\$ 15 million Kinyara Industrial White Sugar Refinery plant.

The refinery which is the first in East Africa constructed by Kinyara Sugar Ltd in Bujenje county, Masindi district produces 60,000 metric tons of industrial white sugar annually, consuming about 70,000 metric tons of mill brown sugar as raw material.

Kinyara Industrial Sugar is used in beverages, breweries and confectionaries.

Farmer Support Programme:

Kinyara Sugar Ltd provides the following services to its farmers.

- Land survey, Bush Clearing & Land tillage (currently optional)
- Supply of clean seed material.
- Agricultural inputs like Bio products (fertilizers & pesticides), Pest control agents (free of cost.), Chemical Fertilizers and herbicides (currently optional)
- Farm equipment like tractors and implements to boost production
- Extension services & farmer training (free of cost).
- Fire fighting in the dry season (free of cost).
- Cane harvesting and transportation (Free meals for laborers and transportation costs/ Labour camping incentive).
- Road Construction and maintenance (free of cost)
- Medical Outreach programmes

Green technological Innovations

In order to improve productivity and sustainable environmental conservation, Kinyara Sugar Ltd implements the following innovations.

- Green cane harvesting
- Land fallowing under legume crops
- Use of industrial byproducts for soil fertility enhancement.
- Use of Biofertilizers to augment plant nutrients
- Pests & diseases' management by bio-control approaches
- Environmental conservation

Bio Production Unit

- Kinyara Sugar Ltd has the first Commercial Bio fertilizer & Bio pesticide Production Unit in East Africa. It is eco-friendly and has improved efficiency of chemical fertilizers. The use of bio fertilizers and in the community through the farmers has reduced chemical fertilizers & Pesticides use thus reducing crop production cost.

Sustainable Environmental Conservation

- Planted and maintains over 400,000 trees of various species over last 8 years covering a total area of 309 hectares.
- The Company has Preserved over 2000 hectares of natural forests and wetlands.
- Kinyara contributes to the Conservation of Eco system by promoting Modern farming methods.
- Constructed Effluent Treatment plant with USD 350,000 ensuring NEMA/MWE compliant discharge.
- Kinyara Sugar Ltd contributed UGX 859,096,000/= to the KIHA Water Stewardship project in partnership with GIZ and Ministry of water and environment.

Restoration of wetlands that had been destroyed and encroached on before 2017.

Bulyango	50.0 ha
Kisagura	30.0 ha
Planted trees along NE roads	72.0km
Kyabagenyi - Kasubi	71.9ha
Kihura	106.0 ha
Musoma	50.0 ha
Kiryatete	75.0 ha

Corporate Social Responsibility (CSR) programs
Non-profit driven UGX 3.5 Billion annually spent on initiatives in the Fields of Education and Sports, Health services, Roads/Infrastructure, Environment, Culture and Tradition



A side view of Kinyara Sugar factory with a golf course and other attendant facilities.



Kinyara Sugar Ltd; Plot 31, Block 9 & 10,
Bujenje P.O. Box 179, Masindi Uganda

Kampala Office; Plot No. 41/47, 5th street, Industrial
Area, Opp, Bata P.O. Box 7474, Kampala Uganda
Tel: +256 772 221520



Kinyara Sugar



@KinyaraSugarLtd



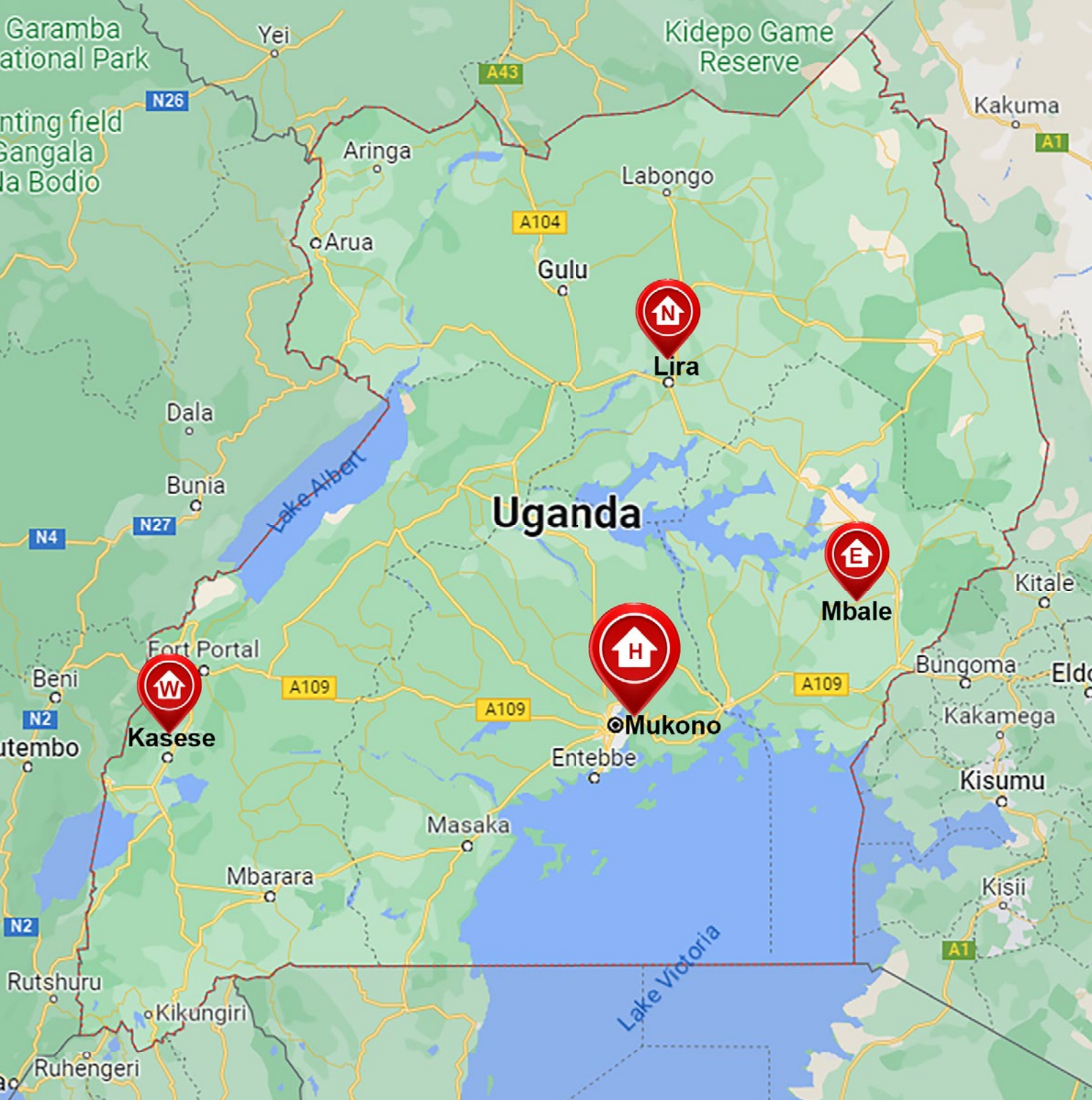
Kinyara Sugar Ltd



marketing@kinyara.co.ug



www.kinyarasugar.co.ug



FUE OFFICES



FUE Head Office:
Plot 1207 Kiwanga Road, Namanve



Eastern Uganda:
Mbale on Majanga Road, Mountain Inn Apartments



Northern Uganda:
Bygon Foundation Building Opp. NWSC - Lira,
Plot No. 19/21, Maruzi Rd.



Western Uganda:
Kasese along Bwambale Henry Rd off Kilembe Road Opp. White House Garden

2024 IN NUMBERS



6000+

Online Reach



2550

Advocacy Materials
Distributed



1500+

Project Reach



700+

Members



395

Employers Trained



100

PAS Certificates
Awarded



32

New Members



30

Trainings and
Consultancies



29

Associations



10

FUE Events

FUE In-House **Trainings**

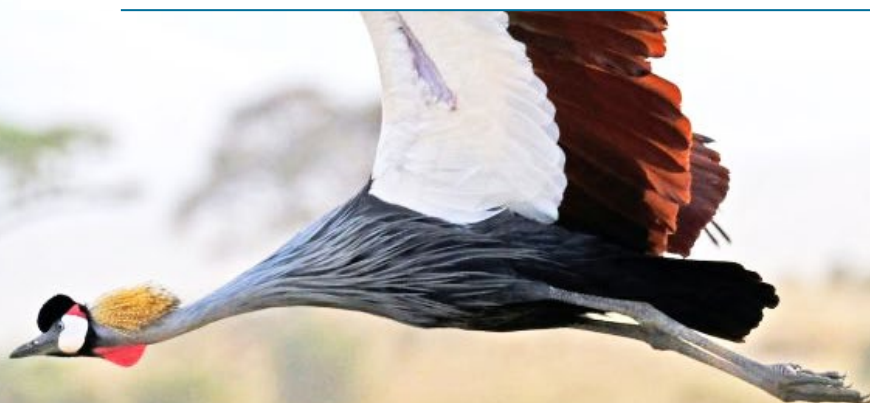
We offer customised trainings suited to your organisation needs on pertinent world of work issues.

Contact info@fuemployers.org | 0392 777 410 for inquiries



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About FUE



WHO WE ARE

The Federation was initially registered as a corporate body on 18th August 1960 under the names of Society of Employers, which was changed to Federation of Uganda Employers on 17th August 1961 and registered under the Trustees Incorporation Act 1939 Cap126 Laws of Uganda.

Today, the Federation of Uganda Employers (FUE) is the premier employers' organisation with over 700 members and 29 sectoral associations.

FUE is the voice of Employers on social and economic issues. It is recognized both locally and internationally as the sole employers' organisation in Uganda.

For over 60 years, FUE has supported start-ups, small and medium size enterprises, and large organisations to thrive and consults on behalf of Uganda's private sector on matters of labour and employment relations.

FUE's commitment to serving Employers' interests and needs has nurtured numerous partnerships with key stakeholders at national and international level.

FUE is affiliated to the International Organisation of Employers (IOE), Business Africa and East African Employers Organisation (EAEO). It is the officially recognized body that represents Ugandan Employers at the International Labour Organisation.



Our Vision

The leading organisation in serving Employers' interests and needs.



Our Mission

To enhance Employers' competitiveness through policy advocacy, provision of business support services, fostering sustainable employment relations and job creation.

OUR OBJECTIVES

- ✓ To encourage and promote the development and maintenance of good relations between employers and the workers and the observance of fair and equitable conditions of employment.
- ✓ To promote and encourage consultation amongst its members on matters concerning employment and industrial development.
- ✓ To advise and cooperate with the Government of Uganda and with others in promotion and protection of employment interests and industrial development.

OUR CORE VALUES



Teamwork
We win together



Integrity
We are transparent and accountable



Sustainability
We work towards the sustainability of all employers



Excellence
We strive for the best

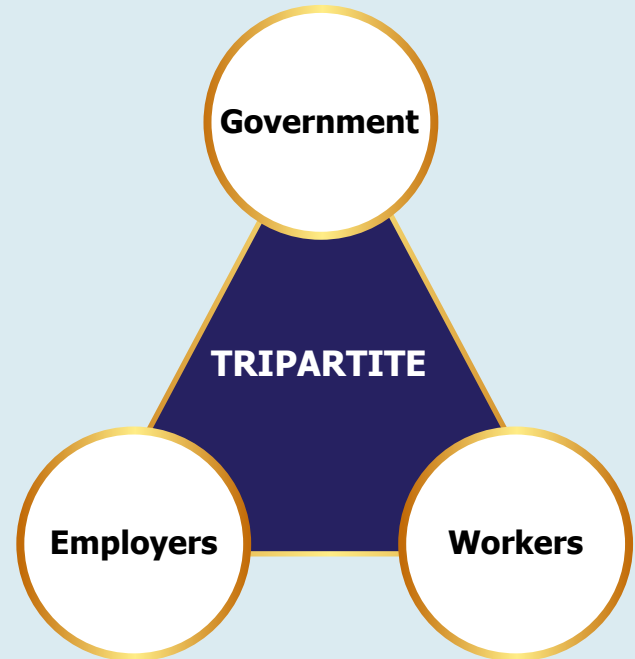


Mobility
We are agile & responsive to change

- ✓ To promote and encourage awareness about the labour market amongst employers (through conducting surveys and the collection and dissemination of statistical information and advice on all matters of such interests).
- ✓ To collaborate with the Government of Uganda and other bodies in surveying requirements of Employers in the fields of skilled and specialist personnel, manpower development and to promote and advise in the promotion of schemes for training of personnel locally and abroad.
- ✓ To advise Employers on labour disputes and to present and arrange for the representation of Employers in any proceedings before the arbitration board, committees of inquiry and industrial court.
- ✓ To initiate, promote, support or approve legislative and other measures affecting or likely to affect the interests of Employers.

HOW WE WORK

FUE derives its mandate from the International Labour Organisation tripartite declaration and works with the Government and Trade Unions to advance decent work standards for economic growth.



FUE CORE SERVICES



**Policy and
Advocacy**



**Employment
Relations and
Legal**



**Business
Support Services**

FUE Partners



GOVERNMENT OF UGANDA



**International
Labour
Organization**



Confederation of Danish Industry



UNITED NATIONS



**The Danish Family
Planning Association**



Netherlands senior experts



Belgium
partner in development

**ILO GLOBAL BUSINESS NETWORK
ON FORCED LABOUR**



**EMPLOYERS'
FEDERATION
OF PAKISTAN**
The Apex Body of Employers

MAKERERE



UNIVERSITY

MESSAGE FROM THE CHAIRPERSON

Eng. Dr. Silver Mugisha
Chairperson, FUE



Dear Valued Employer,

It's my absolute pleasure to welcome you to the 46th Annual General Meeting of the Federation of Uganda Employers to reflect on the notable achievements of the past year and outline the vision for the future. Despite a few challenges, we took advantage of the numerous opportunities the year presented to serve Employers' interests and needs for business growth.

I extend sincere appreciation to each and every one of you for your active participation in FUE programs, through sharing valuable feedback on initiatives and your unwavering commitment towards building strong entities that contribute to national growth. The FUE Governing Council and Secretariat have played an instrumental role in achieving the five core components of the National Business Agenda (2023-2025) including; 1) increased access to affordable finance for SMEs, 2) fast-tracking skills development, 3) revising the existing commercial and labour laws to address emerging labour market issues, 4) accelerating social security reforms and 5) promoting socially and environmentally sustainable enterprises.

In 2024, our work focused on four key strategic priorities namely;

- a) To enhance FUE financial sustainability
- b) To drive membership retention and growth through provision of quality services
- c) To lobby and advocate for a conducive business environment
- d) To enhance FUE branding using value-based targeted approaches



Throughout the year, our evidence-based lobbying and advocacy efforts involved developing a number of position papers to influence policy change and reforms. This led to policy reforms of various statutory instruments such as the TVET and OSH Bill as well as a number of labour laws currently undergoing review. Additionally, we have championed issues such as skills development reforms, social protection, regional cooperation, decent work, skills recognition, social dialogue among others. Our engagement with tripartite partners and other relevant stakeholders at national, regional and international level have been key to promote policies that boost economic growth.

Digital transformation globally has created the need to establish a Community of Practice (CoP) to promote decent work in the digital economy. The CoP aims to provide a collaborative platform for diverse stakeholders to address key challenges, foster innovation, and advocate for policies that ensure fair and inclusive employment in Uganda's rapidly growing digital economy. Given the above, we convened the inaugural CoP workshop in partnership with ILO to create an environment where digital work opportunities are accessible, sustainable, and beneficial to all Ugandans. This initiative emphasises the shared responsibility of stakeholders in fostering a digital landscape that offers economic opportunity while ensuring that workers' rights, protections, and fair compensation are prioritised. A series of workshops followed to continue discussions to create a future of sustainable digital work in Uganda.

In order to alleviate high rates of youth unemployment, we partnered with Enabel to implement the Work Readiness for Inclusive and Sustainable Enterprises (WRISE) project to equip over 600 youths with relevant skills to excel in the job market with at least 150 employers supported to onboard these graduates. Owing to this, we piloted the Duo TVET education system as a way of enhancing skills development in the country. I call upon Employers to participate in such initiatives to benefit from a pool of youth with unlimited potential by offering graduate trainee opportunities to ease the transition into the world of work.

The FUE Strategic Plan was reviewed by strategic stakeholders to align all vital work streams with the mandate of the Federation. This process was significant in streamlining efficient service delivery to provide business support services, foster sustainable employment relations, and enhance job creation. In addition, our value proposition is currently under review to ensure quality service delivery for increased membership growth and retention while accessing strategic partnerships and collaborations to implement projects that benefit Employers.

As custodians of the employment law, we negotiated and mediated several cases for our members to promote labour law compliance and



amicably resolve industrial court cases with limited consequences that are detrimental to organisational reputation. We further conducted a number of trainings aimed at building the capacity of our members in managing industrial peace and harmony in their workplaces. FUE is committed to support Employers in maintaining good industrial relations at the workplace to boost productivity and retain top talent.

Special thanks to all tripartite partners, members, stakeholders, and well-wishers for their contribution to the milestones we have achieved so far. We commend your commitment to building a stronger Employer's voice with us.

As we embark on a new chapter in this journey, our strategic priorities for the year 2025 will include;

Strengthening Advocacy Efforts: We will continue to be a strong voice for our members, advocating for policies that promote economic growth and job creation.

Expanding Member Services: We will focus on developing new and innovative services that meet the evolving needs of our members.

Promoting Skills Development and Innovation: We will invest in programs that equip businesses with the skills and knowledge needed to thrive in the digital age.

Enhancing Collaboration and Partnerships: We will strengthen our partnerships with key stakeholders to create an affluent business ecosystem.

Embracing Technological Advancements: We will help our members navigate the digital transformation of the workplace.

Ultimately, a strong business community is the backbone of a healthy corporate culture. Together, we can develop a robust business community offering access to new markets, promoting innovation, fostering collaboration and building professional networks.

We remain committed to supporting Employers thrive in the evolving labour market.

Together for Employers.

Yours sincerely


 Eng. Dr. Silver Mugisha
 Chairperson





MESSAGE FROM THE CEO

Douglas Opio

The Chief Executive Officer, FUE

Dear Esteemed Member,

2024 has been an extraordinary year characterised by adopting sustainable business practices, technological advancement and Artificial Intelligence (AI) tools to continue advancing work operations. As we reminisce on the achievements and progress made throughout the year, we commend Employers for upholding best employment practices, operating within the confines of the law and contributing to Uganda's economic growth.

Research shows that the size of the digital economy in Uganda is estimated at US\$1 billion (Shs3.5 trillion) which can stimulate economic activities capable of generating millions of jobs if well harnessed, especially for young Ugandans who are affected by high level of unemployment. This year FUE's emphasis was on advocating for job creation, skills development and entrepreneurship to boost youth employability at national level through initiatives the 'Work Readiness for Inclusive and Sustainable Enterprise (WRISE) Project' which seeks to equip recent graduates with adequate skills and competence to enhance the productivity of young people. Through this project we set out to outcome to skill 600 TVET and university graduates to create decent jobs in the agriculture value-chain, tourism, and green economy sectors to improve living conditions for the youth and women. This initiative is a step in the direction towards eliminating unemployment and growing a skilled workforce to match the labour market requirements.

In light of the above, we would like to recognise Employers taking deliberate strides towards creating jobs to curb the high rates of unemployment. We themed the Employer of the Year Awards (EYA) Survey 2024 as, 'Investing in Uganda's Future: Employers Fostering Job Creation'. The survey is underway measuring three main aspects of the creation of stable jobs, addressing barriers to job growth and focused job strategies. We remain committed to working with various stakeholders to promote best business practices in the labour market.

Our representation on the Presidential CEO Forum(PCF) board has been instrumental in creating a conducive business environment and building synergies between the public and private sector. In recent times, the PCF retreats centered on achieving a green economy, export promotion and value addition to advance the Buy Uganda, Build Uganda (BUBU) policy. The FUE Business agenda is aligned and Employers have complete support from the government to grow the business economy.

In a bid to offer substantial leadership support to Employers, we convened the annual FUE-CEO Breakfast meetings to equip business leaders with the practical insights to boost workforce productivity and organisational growth. These high-level meetings focused on aspects of human resources, adopting Artificial Intelligence (AI) tools and good industrial relations in daily work operations. We believe these engagements have been fundamental to enhancing employer competitiveness in the world of work.

Furthermore, Environmental, Social and Governance(ESG) Principles have become an integral part of business operations. FUE in partnership with International Organisation of Employers (IOE) and Tinkr conducted engagements to promote responsible business conduct at the workplace according to the UN Guiding Principles. These meetings were significant in ensuring Employers adhere to these principles to access funding, continue smooth operations and excel at global level. We implore Employers to incorporate ESG pillars in strategic plans, human resource manuals and organisational policy to access opportunities at global level.

At regional level, we participated in the 7th African Social Partners (ASP) Summit in Dar-es-Salaam. The ASP Summit is a platform where key stakeholders from diverse sectors converge to monitor progress and challenges in job creation across the African continent. The summit was a joint commission of the International Organisational of Employers (IOE) and the Association of Tanzania Employers (ATE), with the support of the European Union and Business Africa. The ASP Summit 2024 concluded with a resounding call for increased efforts to generate more jobs across Africa.

On the international scene, I was elected as a Deputy Member of the International Labour Organisation (ILO) Governing Body 2024-2027 during the International Labour Conference(ILC) in Geneva. This is an opportunity for adequate representation of Employers' views at international level. A key highlight from the conference was the Inaugural Forum of the Global Coalition for Social Justice. In addition, FUE participated in the Global Skills Forum 2024 at the ILO headquarters that featured three thematic dialogues on building the resilience of societies, improving the coherence between economic and social policies and fostering social dialogue for shared prosperity. These engagements are crucial to foster partnerships and collaboration among tripartite partners to ensure smooth work operations, boost maximum productivity, uphold labour standards and achieve decent work for all.



As a member-based organisation, we believe collaborations with other Employer and Business Management Organisations (EBMOs) are essential to learn, share and benchmark best practices to advance the Employers' fraternity. FUE signed a Memorandum of Collaboration, Cooperation, Advocacy and Lobbying with the Employers' Federation of Pakistan (EFP) in Karachi, Pakistan. The agreement is an opportunity to increase investment opportunities, Business to Business (B2B) partnerships between FUE and EFP members in Uganda and Pakistan respectively to provide mutual support on membership products and services for the respective members affiliated to FUE and EFP. This initiative taken by FUE and EFP is vital to promote international trade relations, offer access to markets, and increase the country's Gross Domestic Product (GDP).

Securing strategic partnerships with relevant stakeholders in the employment sector is instrumental to serving Employers' interests and needs. Special appreciation to the Government of Uganda, Private Sector Foundation Uganda (PSFU), Makerere University, Enabel, ILO, Confederation of Norwegian Enterprises (NHO), IOE, Tinkr, Danish Industry and Danish Family Planning Association (DFPA) Uganda. These partnerships have been critical to business growth, digital skills training, work readiness and inclusive programs. Let's continue with concerted efforts aimed at fostering collaborations to attain socio-economic transformation.



The Future of Jobs Report 2025 indicates that technological development, the green transition, economic and demographic shifts are reshaping the global labour market. I call upon Employers to tailor products and services with compliance to the trends that facilitate sustainability, and foster innovation at the workplace. Let's keep flying the Employers' flag high!

Together for Employers.

Douglas Opio

The Chief Executive Officer

FUE GOVERNING COUNCIL MEMBERS 2023-2024



Eng. Dr. Silver Mugisha
NWSC | Chairperson



**Ms. Annet Nakawunde
Mulindwa**
Finance Trust Bank Ltd |
Vice Chairperson



Mr. Douglas Opio
CEO, Federation of Uganda
Employers



Mr. Nicholas J. Okwir
NISSI FARM Enterprise



Ms. Gloria Kaitesi
Vision Group



Mr. Jonan Kisakye
Uganda Insurers Association



Ms. Joyce Kasirye Uganda
Communications Commission



Mr. James Walusimbi
Jubilee Life Insurance
Company Limited



Prof. Aaron Mushengyezi
Uganda Christian University



Ms. Cleopatra Tusiime
Uganda Revenue Authority



Mr. Martin Francis Kyeyune
Roofings Ltd



Dr. Brenda Okech
UVRI-IAVI



**Mr. Michael Karokora
Mugabi**
Housing Finance Bank



Ms. Winnie Mugabi
Brookside Limited



Mr. Fredrick Kikabi
Footsteps Furniture Company
Limited



Ms. Betty Ajambo
Uganda Printing and Publishing
Corporation (UPPC)



Mr. Milton Owor
National Social Security Fund
(NSSF)



**Ms. Rose Kyotungire
Taremwa**
Alliance of Bioversity
International and CIAT



Ms. Efrance M. Mbagaya
Uganda Civil Aviation Authority



Ms. Beatrice Icibo
Vi Agroforestry Uganda



Mr. Robert Mabonga
Mbale Area Federation
Communities



Ms. Esther Kyoziira
National Union of Disabled
Persons of Uganda (NUDIPU)



**Ms. Assiimwe Annah
Tibazindwa**
Bishop Stuart University

FEDERATION OF UGANDA EMPLOYERS COMMITTEES 2021-2024

1. EXECUTIVE COMMITTEE

No	Name	Organisation
1	Mr. Julius Tumuhimbise	Jim Roberts & Associates, Chairperson
2	Ms. Hannah Mary Nakawunde	Terrain Plant Ltd, Vice-chairperson
3	Mr. Paul Kavuma	Jubilee Allianz General Insurance Company Limited Uganda
4	Ms. Efrance M. Mbagaya	Uganda Civil Aviation Authority
5	Mr. Joseph Sserwadda	The Cooper Motor Corporation (U) Ltd
6	Mr. James Walusimbi	Jubilee Life Insurance Company Limited
7	Mr. Douglas Opio	Federation of Uganda Employers

2. MEMBER SERVICES COMMITTEE

No	Name	Organisation
1	Ms. Brenda Kyasiimire	Uganda National Roads Authority (UNRA), Chairperson
2	Mr. Masuba George	Partners for Children Worldwide, Vice-chairperson
3	Mr. Moses Ssesanga	Nation Media Group
4	Ms. Aisha Mambo	Sheraton Kampala Hotel
5	Ms. Enid Nambuya	Uganda Association of External Recruitment Agencies (UAERA)
6	Mr. Bonus Aine Akankwatsa	Uganda Communications Commission
7	Mr. Ssenyonjo Stanley	Cheshire Services Uganda
8	Mr. Emmanuel Otim	Regal Paints (U) Limited
9	Mr. Kalungi Godfrey	Columbia University Mailman School of Public Health
10	Ms. Winnie Mirembe Mugabi	Brookside Ltd
11	Mr. Douglas Opio	Federation of Uganda Employers

3. FINANCE, HR AND ADMINISTRATION COMMITTEE

No	Name	Organisation
1	Mr. Milton Owor	NSSF, Chairperson
2	Ms. Deborah Maitum	NCBA Bank Uganda Limited Vice-Chairperson
3	Susan Muhumuza	Uganda Retirement Benefits Regulatory Authority (URBRA)
4	Mr. Lamex Omara Apitta	Foundation Leads (u) Ltd
5	Mr. Simon Oola	Institute of Certified Public Accountants of Uganda
6	Ms. Justine Namuli	Roofings Rolling Mills
7	Ms. Judith Nsubuga	Biyinzika Poultry International Ltd
8	Mr. JohnBosco Tukahumura	National Medical Stores
9	Mr. John Barasa	UVRI-IAVI
10	Mr. Douglas Opio	Federation of Uganda Employers

FUE REPRESENTATION ON NATIONAL BOARDS AND COMMITTEES 2021-2024

National Boards

A. National Social Security Fund

Dr. Eng. Silver Mugisha	National Water and Sewerage Corporation (NWSC)
Ms. Annet Nakawunde Mulindwa	Finance Trust Bank Ltd

B. National Curriculum Development Centre

Ms. Efrance Musimenta Mbagaya	Uganda Civil Aviation Authority
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C. FUE Consultant Labour Advisory Board

Mr. Paul Kavuma	Jubilee Allianz General Insurance Company Limited Uganda
Mr. Peter Kiwanuka	Uganda Clays Ltd

D. Uganda Industrial Court

Mr. Michael Matovu	Employer Panelist
Mr. FX Mubuke	Employer Panelist
Ms. Julian Nyachwo	Employer Panelist
Ms. Rose Gidongo	Employer Panelist
Mr. Can Amos Lapenga	Employer Panelist

E. Industrial Training Council

Mr. Milton Steven Owor	National Social Security Fund (NSSF)
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F. Private Sector Foundation Uganda

Mr. Nicholas J Okwir	NISSI FARM Enterprise
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G. Global Fund Uganda Country Coordinating Mechanism Board

Mr. George Tamale	Federation of Uganda Employers
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H. Uganda Retirement Benefits Regulatory Authority

Mrs. Rosemary N. Ssenabulya	Federation of Uganda Employers
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I. National Disability Council

Ms. Immaculate Onyutta	Graphic Systems Limited
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J. Uganda Business and Technical Examinations Board (UBTEB)

Dr. Eng. Silver Mugisha	National Water and Sewerage Corporation (NWSC)
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K. Skilling Uganda Reform Taskforce

Mr. Nicholas J Okwir	NISSI FARM Enterprise
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L. Higher Education Students Financing Board (HESFB)

Mr. George Masuba	Partners for Children Worldwide
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M. Minimum Wage Advisory Board

Mr. Fred Wapakhabulo (RIP)	Uganda Bureau of Statistics
Ms. Juliet N Musoke	Uganda Flowers Exporters Association

N. Junior Achievement Uganda (NGO)

Mr. Shaffi Manafa	Federation of Uganda Employers
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Committees

A. TVET Policy Implementation Working Group	
Mr. Douglas Opio	Federation of Uganda Employers
B. National Health Insurance Scheme Taskforce	
Mr. Dan Okanya	Federation of Uganda Employers
Mr. Douglas Opio	Federation of Uganda Employers
C. Technical Working Group on the Prevention and Control of HIV/AIDS in the World of Work	
Mr. Fagayo Mustaphar	Federation of Uganda Employers
D. National Committee on Decent Work Country Programme	
Ms. Grace Nabakooza	Federation of Uganda Employers
E. National Committee on Social Protection	
Mr. Patrick Ajuna	Federation of Uganda Employers
F. Occupational Health and Safety Committee	
Mr. Henry Sabah	Federation of Uganda Employers
G. National Committee on Apprenticeship	
Mr. Dan Okanya	Federation of Uganda Employers
Mr. Patrick Ajuna	Federation of Uganda Employers

International Boards

A. The International Labour Organisation's Global Business Network on Forced Labour (ILO-GBNFL)	
Mr. Douglas Opio	Federation of Uganda Employers
B. East African Employers Organisation	
Mr. Douglas Opio	Federation of Uganda Employers
Mr. Dan Okanya	Federation of Uganda Employers
Mr. Shaffi Manafa	Federation of Uganda Employers
C. Confederation of IGAD Employers	
Mr. Douglas Opio	Federation of Uganda Employers
Ms. Grace Nabakooza	Federation of Uganda Employers
Mr. Geoffrey Kabi	Federation of Uganda Employers

FUE SECRETARIAT



Mr. Douglas Opio
Chief Executive Officer

Finance and Administration Department



Resty Nambalirwa
Executive Assistant



Stellar Achola
Head of Finance



Joel Nadome
Accountant



Moreen Ainembabazi
Accounts Assistant



Gloria Kaitesi
Accounts Assistant Trainee



Robert Gumisiriza
Security Officer



Pascal Kiyimba
Office Assistant



Robert Bogere
Driver

Employment Relations and Legal Department



Grace Nabakooza
Head, Employment
Relations and Legal



Kabi Geoffrey
Employment Relations
Officer



Julian Nyachwo
Employment Relations
Specialist



Omega Baingana
Legal Officer



Lydia Nantongo
Employment Relations and
Legal Trainee



Ivan Katureke
Employment Relations and
Legal Trainee

Marketing and Membership Development Department



Shaffi Manafa
Head, Marketing and
Membership Development



Ruth Atim
Communications Officer



Beatrice Mujuni
Communications Consultant



Henry Saaba
Membership Officer



Saphina Nandera
Marketing Executive



Francis Katende
Marketing Executive



Harriet Auma
Northern Region Coordinator



Kedress Muhindo
Western Region Coordinator



Steven Esolu
Eastern Region Coordinator

Human Resource, Training and Consultancy Department



Golda Oboma
Head, Human Resource, Training
and Consultancy



Mustaphar Fagayo
Human Resource and
Administration Officer



Yusuf Nsubuga
Training Manager



Fatmah Nsereko
FUEWEC Coordinator



George Tamale
Workplace Health Specialist



Sharon Amumpire
EYA Coordinator

Policy and Research Department



Dan Okanya
Head, Policy and Research



Evelyn Logose
Policy and Research Assistant



Patrick Ajuna
Policy and Research Officer



Phionah Bonabaana
Policy and Research Associate

Projects and Programmes Department



Joe Dimoower
Head, Projects and Programmes



Joy Ebong
Programmes Officer



Kenneth Edam
I.T Officer



Sauda Luzze
Tinkr Consultant



Evelyn Kisakye
Placement Officer



Priscilla Adongo
Placement Officer

THE FEDERATION OF UGANDA EMPLOYERS (FUE) STAFF PLEDGE

As FUE staff, we pledge sincere commitment to serving Employers with professionalism, integrity, and dedication. We pledge to work diligently, ensuring that our services add value to our members while fostering a culture of inclusivity, respect, and collaboration. We will remain accountable, responsive, and innovative, continuously striving to meet the evolving needs of Employers. Above all, we commit to upholding the values and mission of FUE by providing high-quality support, and guidance to promote a positive, productive and sustainable business environment in Uganda.

Together for Employers!



NATIONAL WATER AND SEWERAGE CORPORATION

National Water and Sewerage Corporation (NWSC) is a Government Parastatal whose mandate is to provide water and sewerage services on a commercial and financially viable basis in urban towns entrusted to it by the Government.

The performance of the NWSC over the last ten years has been characterized by enhanced service delivery which is supported by a competent, motivated, empowered and performance-oriented human resource.

In line with the NWSC Act, Cap. 317 (2000) and based on lessons learned during the implementation of the NWSC corporate plan 2021-2024 the National Water and Sewerage Corporation is implementing a new three-year Corporate Plan that defines the strategic focus of the corporation for the period 2024-2027. The new corporate plan is implemented under the theme ***"Water and Sanitation for All."***

During the next three years of the NWSC corporate plan (2024 – 2027) the corporation is focusing on the following strategic focus areas to achieve its broad strategic outlook and purpose;

- a) Learning and Capacity Development:** The NWSC training and capacity development programs will effectively create an appropriately skilled, competent, and professional workforce with a shared vision that is capable of delivering the NWSC vision and mandate and that is adequately adaptive to the changing business and operating environment
- b) Technology and Process Innovation:** NWSC intends to proactively and progressively adopt new and reliable technology options in a bid to improve operational efficiency, support cost optimization initiatives, support business growth, enable enhanced and effective decision support systems, improve the customer experience, and promote reliable service delivery. This will be accomplished by promoting innovations within our internal processes.
- c) Customer Experience, Corporate Social Investment, and Partnerships:** NWSC purposes to build on its culture of being a customer-oriented utility to enhance customer experience towards creating delighted customers.
- d) Innovative Investment Financing and Cost Efficiency:** In a bid to ensure business profitability and sustainability, NWSC will explore mechanisms of reducing, optimizing, and/or containing operational costs while maintaining a high level of quality services through innovative approaches.

Contact NWSC on Toll Free Lines: 0800200977 and 0800300977 or visit our
Website: www.nwsc.co.ug

POLICY AND RESEARCH



The Policy and Research Department premised with the role of sharing information through policy briefs, newspaper articles and policy updates on various social and economic issues at national and international levels. The department also develops and coordinates a number of projects geared towards supporting employers in the country. This report, therefore, highlights key initiative and milestones of the department in the year closing 31st December 2024. They include;

Presentation of Employers' Position on Occupational Safety and Health (Amendment) Bill, 2023

During this review period, the Policy and Research Department prepared Employers' Position on the Occupational Safety and Health (Amendment) Bill, 2023 and presented to the Parliamentary Committee on Gender, Labour and Social Development on 13th February 2024. The position paper highlighted key issues of concern to Employers including the regulatory burden the proposed law will impose on Small and Medium Enterprises (SMEs), the need for clarity on the roles and responsibilities of different stakeholders, the pre-requisite for effective implementation of OSH mechanisms, capacity building concerns among others. The bill has been processed by the parliamentary committee on Gender, Labour and Social Development, tabled on the floor of parliament and now awaits presidential assent to become law.

Development of the Work Readiness Skilling Programme for Higher Education

In a bid to develop the Work Readiness Skilling Program for higher education institutions, the Federation was contracted by the National Council for Higher Education (NCHE) and Enabel to review the existing soft skills curriculum and develop an appropriate version that can be integrated into the academic programmes of universities and other higher education institutions in Uganda. Other participants included Makerere University, Uganda Christian University (UCU), Uganda Martyr's University (UMU), and Islamic University in Uganda (IUIU).

The Work Readiness Skilling Programme was modified from the existing Soft Skills Curriculum entitled 'Work Readiness Programme developed by the Private Sector Foundation Uganda (PSFU) in collaboration with Enabel to support the graduates' transition from formal education to employment.

In order to sustainably impart soft skills especially among the youth in Uganda, Enabel in partnership with NCHE designed a proposal to have the Work Readiness Skilling Programme integrated into the academic programmes of universities and other higher education institutions. The program covers six broad areas namely; Personal Development, Interpersonal Skills, Professionalism, Digital Ethos, Entrepreneurship Mindset, Basic Employment and Labour Laws – the skills which were found to be lacking among the graduates based on research. The Work Readiness Skilling Programme for Universities and Other Higher Education institutions has been designed to ensure that every graduate develops the following nine competencies before joining the world of work. These include the ability to:

- Build teamwork and collaborate in achieving the set goals
- Communicate effectively with both internal and external stakeholders





- Facilitating creative thinking, innovation and taking initiative
- Identify challenges and offer practical solutions
- Develop a positive work ethic to achieve corporate goals
- Adapt digital skills to boost workforce productivity
- Develop an entrepreneurial mind-set committed to achieving a set of vision and mission using different strategies
- Ability to attain self-employment
- Build professional relationships at the workplace

The Work Readiness Skilling Programme is currently undergoing the final approval processes at NCHE before it is rolled out in all higher education institutions.

Review of the National Tripartite Charter on Labour Relations of 2013

As the sole Employers' organisation in Uganda, we participated with tripartite partners (Government and Workers Unions) in a week-long retreat to review the National Tripartite Charter on Labour Relations from 14th to 18th October 2024. The National Tripartite Charter on Labour Relations in Uganda is a document that was written and adopted by the Government of Uganda, FUE, NOTU and COFTU on 23rd May 2013 to strengthen the statutory tripartite bodies as a forum to regularly meet, discuss and advise on labour administration issues, and provide for the creation of the national tripartite council. The charter helps these tripartite partners to cooperate in creating employment, enhancing productivity and competitiveness through collaboration, consultation and negotiation on the basis of mutual trust and understanding.

The decision to review this charter was informed by a number of factors including the effects of COVID-19 pandemic that led to the emergence of new workplace dynamics, new policies and amendment of some laws that have been made after the adoption of this charter in 2013. This charter entailed some provisions which were inconsistent with the national policies and laws on labour and employment while some of the principles in the charter were not well drafted. In addition, the charter provides for the framework that brings together the parties to discuss matters of common interest but the terms of reference for the national tripartite council were not provided in the Charter. All these issues were addressed in the fore mentioned retreat and the subsequent stakeholders' workshop.

In the amended charter, all the parties committed themselves to promote, respect and protect the rights of workers as enshrined in article 2, 20, 29 and 40 of the Constitution of the Republic of Uganda, respect democratic principles, settle all differences, disputes and grievances by mutual negotiation, conciliation and voluntary arbitration in accordance with the laid down machinery.

Regional Capacity-Building on Financing Decent Work

In 2024, FUE attended the Regional Training on Financing Decent Work organised by the International Labour Organisation (ILO) in collaboration with Enabel and the East African Community (EAC) Secretariat from 20th to 24th May 2024. This regional training was also attended by officials from ILO, Enabel, EAC Secretariat, representatives of relevant ministries, employers' and workers' organisations from the seven EAC Member countries -Uganda, Kenya, Tanzania, Rwanda, Burundi, South Sudan, and Democratic Republic of Congo.

The aim of this regional training was to develop a common understanding among national decision-makers from EAC Partner States on financing decent work and social protection under the framework of the Thematic Portfolio Social Protection in Central Africa 2022-2026. Under the fore mentioned framework, Enabel in partnership with the Government of DRC, Government of Rwanda, and the Government of Uganda is implementing a five-year thematic Portfolio Social Protection (2022-2026). The complexity of developing a broad, encompassing and functional decent work system remains a challenge to the relevant institutions. Therefore, empowering policy makers to handle these complexities of their own employment and social protection systems was necessary in order to implement creative solutions suitable for their national contexts.

During the discussions, the following observations were made;

- EAC Partner States generally allocate a small share of their GDP to decent work and social protection, typically between estimated at 0.7% and 2.6%, excluding health expenditures. This indicates a need for increased funding to adequately support vulnerable populations.
- There are notable challenges in integrating social protection, employment and decent work objectives into national budgets and ensuring effective monitoring and evaluation. Issues such as lack of clarity in budget allocations, fragmented implementation, and weak coordination mechanisms hinder effective social protection delivery.
- Proper classification of social protection expenditures is crucial for transparency and effective resource allocation. School feeding programs, for instance, are often classified under education despite their social protection benefits, while public works programs are typically classified as social protection due to their direct impact on employment and income support.
- Strengthening the capacity of ministries, agencies, and stakeholders involved in social protection, employment, and decent work is essential. This includes training, institutional reforms, and better tools and frameworks for planning, budgeting, and implementation to ensure these programs are effectively managed and evaluated.



- There is a strong need for harmonized social protection policies and coordination mechanisms at the regional level. EAC Partner States would benefit from shared standards, guidelines, and best practices, as well as collective advocacy for increased social protection funding to address common challenges such as poverty, vulnerability, and inequality.

Policy Recommendations for action at Country and Regional Levels

I. Planned Action for Uganda in the next two years (2025-2026) include:

- ✓ Constitute a Technical Working Group to scrutinize sector budgets with a view of understanding the level of integration of social protection and employment
- ✓ Strengthen accountability for social protection in the existing and upcoming programmes
- ✓ Develop a monitoring and Evaluation framework for Decent Work and Social Protection initiatives.
- ✓ Institutional strengthening and capacity building to Ministries and Agencies as well as CSOs that manage Social Protection and Decent Work; including tooling and retooling of these institutions
- ✓ Strengthen partnerships with developing Partners on financing Social Protection and Decent Work including technical assistance
- ✓ Undertake capacity building tailored specifically on training of key stakeholders on programme-based budgeting
- ✓ Organise a national stakeholder meeting on financing Decent Work
- ✓ Advocate for the mainstreaming social protection and employment in up in plans and budgets
- ✓ Ensure the following: Ministry of EAC champions leadership; Ministry of Finance, Planning and Economic Development (MoFPED) together with the social partners leads on monitoring; while ILO and ENABEL should support the implementation of the recommendations.
- ✓ Participate in the reviewing of existing social protection policies and laws in line with a view of identifying gaps
- ✓ Undertake an in-depth study to make a business case for financing or investing in social protection.

II. Recommendations at Regional (EAC) Level

- ✓ EAC and Partners should conduct training and capacity building on financing the other decent work pillars (social dialogue and rights at work).
- ✓ The EAC should conduct comprehensive studies and reviews of different social protection budgeting frameworks to identify best practices and innovative approaches. These insights can be used as benchmarks for improving Partner States' systems.
- ✓ The EAC and development partners should create platforms for knowledge exchange and peer learning among Partner States.
- ✓ EAC should develop common standards, guidelines, or indicators to enhance regional coordination, collaboration, and harmonisation of social protection budgeting frameworks across the EAC region.
- ✓ Enhance collective advocacy efforts to increase budgetary allocations for social protection programs. Partner States can work together to push for greater investment to address shared challenges such as poverty, vulnerability, and inequality.
- ✓ Conduct regular capacity-building and social dialogues of stakeholders at the national level on Social Protection, Decent Work, and Labour Migration.
- ✓ EAC and development partners need to mobilise resources to develop and implement a suitable financing strategy for decent work and social protection.

Recognition of Prior Learning

FUE in partnership with the Directorate of Industrial Training (DIT) with technical support from the ILO took a step further in promoting skills development by recognising and awarding workers' PAS to refugees and host community members who acquired skills through lifelong learning experiences. This initiative aimed at enhancing livelihood of refugees and host community members by integrating them into the labour markets of Uganda. We were able to assess and award workers PAS to 100 refugees and host community members of Isingiro, Arua, Madi – Okollo and Terego Districts. Over 35 participants were able to acquire decent jobs, 30 are self employed and have created jobs for others while 30 are still in the process of being integrated into the labour market of Uganda.



Salary Survey 2024

One tool that any organisation can use to provide its staff with a fair salary and benefits package is to engage in a salary survey. There has been a rising demand for salary and benefits surveys from organisations in various sectors of the economy. This demand has been motivated by the key challenge that employers are facing in Uganda, namely; low levels of employee engagement, and high turnover rate which is mainly caused by the need for employees to seek high remuneration in other organisations.

FUE initiated an annual salary survey to support employers in the process of reviewing their salary and benefits structures. The salary survey 2024 was conducted and covered sectors of agriculture, manufacturing, banking, construction, Health and NGO. A comprehensive report was prepared and shared by the participants. Salary and other remunerations have a direct impact on labour productivity and business performance. For any business to be competitive, the salaries of its employees have to be competitive with similar businesses in the same industry. Therefore, salary and remuneration should be reasonable and competitive at all levels.



Advocacy, Lobbying and Representation on Platforms, Foras and Statutory Boards

We continued to advocate, lobby and represent Employers' on various platforms, different foras, statutory boards, committees and bodies including;

1. The Presidential CEO Forum
2. The NSSF board
3. The Uganda Industrial Court
4. The Industrial Training Council (DIT)
5. The Skilling Uganda Reform Taskforce
6. Vocational Training Institute Nakawa
7. The Labour Advisory Board
8. The National Curriculum Development Centre
9. The Private Sector Foundation Uganda
10. The Global Fund Uganda Country Coordinating Mechanism Board
11. The Uganda Retirement Benefits Regulatory Authority
12. The National Health Insurance Scheme Taskforce
13. The Higher Education Students' Financing Board (HESFB)
14. The National Disability Council
15. The Uganda Business Technical Examination Board
16. The National Labour Productivity Taskforce
17. The National Labour Force Survey Technical Working Group
18. ILO Global Business Network on Forced Labour
19. The East African Employers Organisation
20. Business Africa
21. The International Organisation of Employers (IOE)
22. The ILO Conference
23. The ILO Governing Board



EMPLOYMENT RELATIONS AND LEGAL

The Employment Relations and Legal Department offers fundamental services to members of FUE including review of workplace documents, negotiation, mediation in addition to trainings and sensitisations on pertinent issues such as complex workplace investigations, disciplinary issues and litigation matters. As a significant panelist of the Industrial Court representing Employers, we participate in ensuring a fair hearing for all members on all legal issues to ensure an objective and impartial process.



CASE NAME	TITURYEBWA JULIUS V SINO MINERALS INVESTMENTS COMPANY LIMITED (LABOUR DISPUTE REFERENCE 2 OF 2021) (2025) UGIC 4 (20 JANUARY 2025)
BRIEF FACTS	On the 29th of August 2018, the Respondent, a mineral company, employed the Claimant as a Community Liaison Officer (CLO) at a gross monthly salary of UGX 1,500,000/=. On the 26th of March 2020, the Respondent ended its engagement with the Claimant on the grounds that he had not attended a crucial briefing. The respondent also contended that the Claimant lacked academic documents and that it was the reason why the Claimant was dismissed. The Claimant thus lodged a case alleging wrongful, unfair dismissal and unlawful termination of an oral contract against a mineral company. He sought compensation for unpaid wages, social security contributions, severance allowance equivalent to money he would earn until retirement, general and aggravated damages for unlawful termination, interest thereof and cost of the claim. The Respondent argued that the Claimant was unqualified and insubordinate.
ISSUES	- Whether the Claimant was unlawfully and unfairly terminated from employment? - What remedies are available to the parties?
COURT DECISION	The Court stated that the right of the employer to terminate a contract cannot be fettered by the Court so long as the procedure for termination is followed to ensure that no employees contract is terminated at the whims of the employer and if it were to happen the employee would be entitled to compensation. The Court established that the reason for termination being failure of the Claimant to submit his academic documents as argued by the respondent was delicately put to end its engagements with the Claimant because the Court found that the Claimant was already an employee of the respondent. Secondly, the letter ending the engagements was admitted in evidence and it was titled (Termination of engagements) at least being away from a crucial briefing insubordination and placing other personnel at risk as being the reasons for ending the engagements immediately. On the allegations that there was no written contract between the parties, the Court cited section 24 of EA cap 226 which recognises both written and oral contract and section 58EA an employee is entitled to receive written particulars from his or her employers which particulars indicate the names and addresses of the parties to the contract of service, the date of commencement, the title of the job, the place of work, the wages and deductions thereto, the rate of overtime, work hours, annual leave, terms and conditions of incapacity, length of notice and this notice is to be given within twelve weeks after the date on which the employment commences. The employer is required to keep a copy of these written particulars. The Court ruled that the claimant was dismissed and not terminated, it was stated that dismissal is about poor performance and misconduct and further stated that for a lawful dismissal to exist, the notice should set out clearly what the allegations against the plaintiff and his rights at the hearing where such rights would include the right to respond to the allegations against him orally and or in writing, the right to be accompanied to the hearing and the right to cross-examine the defendant's witness or call witnesses of his own. The Court held that, where there is no any evidence of a hearing, it is impossible to say that the Claimant's dismissal was lawful, fair and justified. And for good measure, this Court applied the case of Kibuuka V BOU, in Kamegero v Marie Stopes Uganda Limited, where it was held that by holding a hearing, the employer must be able to prove substantive fairness. Section 67(2) EA provides that reasons for dismissal must be matters which the employer genuinely believed to exist as the basis for dismissal. In Kibuuka's case, the Court of Appeal held that substantive fairness requires the employer to show that the employee had repudiated the contract or any of its essential conditions to warrant summary dismissal. Gross and fundamental misconduct must be verified for summary dismissal. Mere allegations do not suffice. The allegations must be provable to a reasonable standard.

Therefore, failure to adhere to Constitutional right of a fair hearing, the dismissal was held to be both unfair and unlawful.

What remedies are available to the parties?

Having found that the dismissal was both unfair and unlawful, the Claimant was entitled to remedies and first of which was declaration that he was unfairly and unlawfully dismissed from employment. Under Section 65(4) EA, it is provided that irrespective of whether any dismissal which is a summary dismissal is justified, or whether the dismissal of the employee is fair, an employer who fails to comply with the requirement for hearing is liable to pay the employee 4 weeks' net pay and the Claimant was awarded UGX 1,000,000/=.

Under Section 86(a) EA, an unfairly dismissed employee is entitled to severance allowance. Having found that the Claimant was unfairly dismissed, he was entitled to severance pay and the reasoning in *Donna Kamuli v DFCU Bank Ltd*, which is that the employee's severance shall be at the rate of his monthly pay for each year worked was adopted by the Court and he was awarded UGX 1,700,000/= as severance allowance since the claimant had worked for 1 year and 7 months.

The right to recover social security contribution is vested in the National Social Security Fund and the jurisprudence of the Industrial Court is that the Court is entitled to declare an entitlement to social security contributions. Matters of enforcement and recovery are not within the Court's purview. So, the Court declared UGX 1,087,389/= as unpaid NSSF contribution.

Since the claimant was unfairly and unlawfully dismissed, the Court awarded him UGX 6,000,000/= as general damages. Labour and employment jurisprudence under section 41 of EA cap 226 holds that the employee is entitled to only that salary which he or she has worked for and any future earnings are speculative. The Court based on the case of *Uganda Post Limited v Mukadisi* and awarded general damages to compensate for suffering.

General damages are awarded in addition to payment in lieu of notice and not tied to specific financial losses. They are assessed by Court and not restricted to the salary or pecuniary benefits stipulated in the employment contract.

They are awarded to compensate the employee for non-economic harm and distress caused by the wrongful dismissal. These damages include: compensation for emotional distress, mental anguish, damage to reputation and any other non-monetary harm suffered due to the dismissal.

An award of interest was held to be at the discretion of the Court. The Court cited the case of *Ahmed Bholim v Car and General Ltd* and section 26 of the Civil Procedure Act cap 282 and basing to this authority, the Court considered interest at the rate of 14 percent per annum on the monetary awards from the date of the award until payment in full.

The Court was persuaded to award the Claimant the costs of the claim as the Respondent was both procedurally and substantively unfair in its decision to terminate the Claimant's and compounded these violations by misconducting itself in violating its own internal procedure.

The Court declined to award the claimant aggravated damages since the claimant failed to prove aggravating circumstances. The Court based on the case of *Bank of Uganda v Betty Tinkamanyire* where it was observed that aggravating circumstances include illegalities and wrongs in the termination compounded by the Respondent's lack of compassion, callousness and indifference. The Respondent's conduct must be degrading to the employee.

LESSONS LEARNT

1. Even in cases of alleged poor performance or incompatibility to roles and responsibilities, the employee should be accorded a fair performance disciplinary hearing.
2. There should be clear evidence that the employee was invited to the hearing, informed of the right to representation and allowed to cross examine any witnesses brought by the employer. The minutes should also be recorded.
3. Employment may be oral or in writing. However, on the side of the employee proving the existence of an oral contract, the Court may base on the conduct of both parties for example where the employee come usually at your place of work and also where it is established by Court that the employer has been paying salary which the Court cannot consider to be normal to pay a person who is not your employee.
4. The right of the employer to terminate the employment cannot be fettered by court as long as the procedures leading to termination have been followed.

HUMAN RESOURCE, TRAINING AND CONSULTANCY



FUE is a diverse organisation that's heavily reliant on the skills, competence and capabilities of its dynamic workforce. 2024 presented challenges for businesses in Uganda with the economic landscape affecting many sectors. Despite these challenges, FUE remained dedicated to providing impactful and high-quality services and programs. These programs aimed at enhancing the skills and competencies of participants, improving organisational performance and addressing emerging needs in compliance, management and employee wellbeing. Our team further increased engagement with specialised partners to collaborate on Mental Health, Emotional Well-being and Psychosocial Support Services in the world of work with the goal to enlist a range of initiatives that prioritise mental health at workplace.

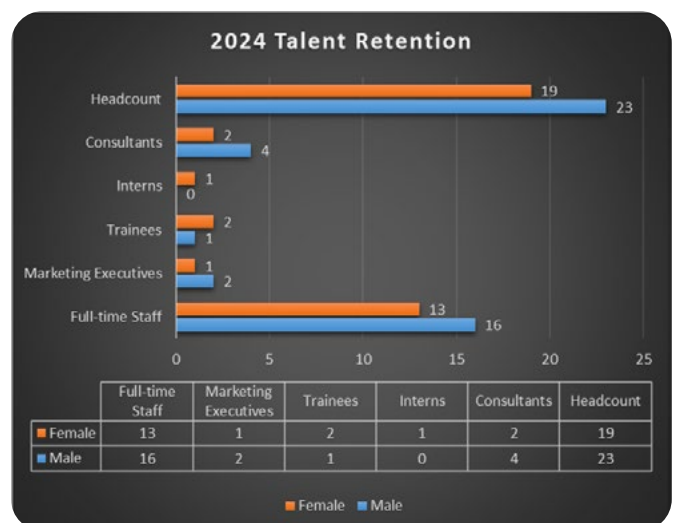
The key result areas of HRTC annual work-plan executed in 2024 include;

1.0 FUE Human Capital Management

Recognising the evolving social-economic policies, AI and technological advancements, environmental landscape at the global, regional, national levels necessitated a more agile and strategic approach to human capital management. The department continued to examine FUE's current human capital management practices to enhance its talent and capabilities to implemented interventions that optimize its human capital needs to achieve its strategic objectives.

1.1. Talent Retention

FUE continued to attract and retain skilled talent that contributes to internal processes efficacy and broader influence of talent development within member companies through business support services, employment relations, HR & legal advisory, policy and research. The FUE team implements activities in the annual work-plan to contribute to improved and competitive workplaces, a healthy employment environment and decent work to impact sustainable development in our member organisations. In 2024, FUE retained a total of 42 (19 females & 23 males) with four new staff hired under the WRISE Project namely two placement Officers, an IT Officer and a Project Coordinator who all serve employers as highlighted in figure#1 below:



1.2. FUE Staff Capacity Building, Training and Development Initiatives

At strategic level, FUE continued to invest in enhancing the capacity of its staff through several avenues including sponsored physical and online courses as aligned to our HR Policy; and made possible through partnership engagements at national and international levels. Notable are IOE and ITC/ILO international and local trainings, including two staff that completed the Leadership Development Female Future Program in 2024 which has enhanced their capacities to perform their roles and with possibilities to serve at higher levels internally and externally while engaging with members.

FUE developed an online member services portal that is critical in the provision of virtual services to its members. Staff capacity was developed in the area of providing online services to effectively provide, develop and disburse services virtually.



2.0 FUE Training Programs

In 2024, FUE's HR, Training and Consultancy Department implemented a diverse range of thematic programs that catered to the varied needs of Uganda's employers, including supervisory skills, fraud management, discipline handling, occupational safety, psychosocial support, and environmental, social, and governance (ESG) principles. We successfully conducted training initiatives for both FUE members and non-members, that enhanced their capacity to navigate labour laws, foster better workplace practices, and adopt modern management strategies, delivered namely 14-In-house training programs, four General training sessions, eight Sensitization programs and three Consultancies below:



2.1 In-House Staff Trainings

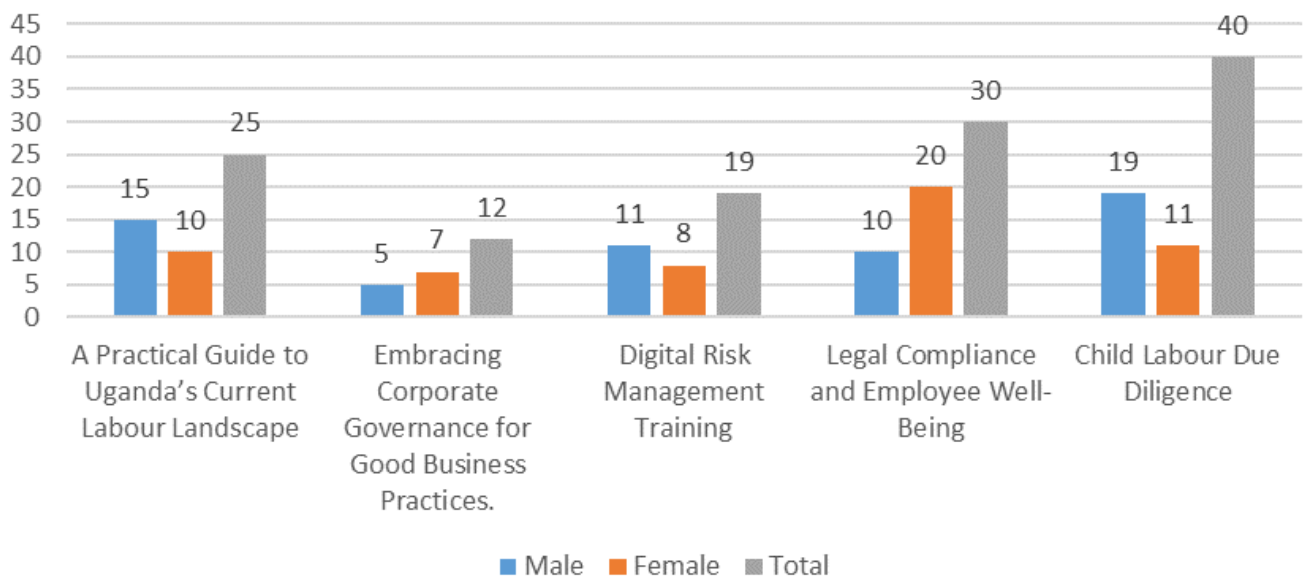
FUE conducted 14 in-house training sessions for various organisations, tailored to address specific needs as represented below.

TOPIC	ORGANISATION	MALE	FEMALE	TOTAL
Supervisory Skills Improvement	Pearl Diary Ltd	33	10	43
Fraud Management Virtual Session	Infectious Disease Research Centre	29	40	69
Discipline Handling Procedures	Dummen Orange	19	10	29
First Aid and Fire Fighting	Insurance Training College	14	12	26
Psychosocial Support	CAMUSAT	22	12	34
OSHE Training	Britania Allied Industries Ltd	50	46	96
Psychosocial Support	Kilembe Investment Limited	22	12	34
Discipline Handling Processes	Abacus Pharmacy Ltd	9	7	16
Compliance Training	Buganda Land Board	3	2	5
Discipline Handling Processes	Harris International	7	8	15
OSH, Firefighting, First Aid Training	Living Goods	18	15	33
Discipline & Grievance Handling	Pearl Diary Ltd	18	8	26
ESG Training	Kaweeri Coffee	18	9	27
Mental Health Training & Support	4 Africa	28	20	48
Total		290	211	501

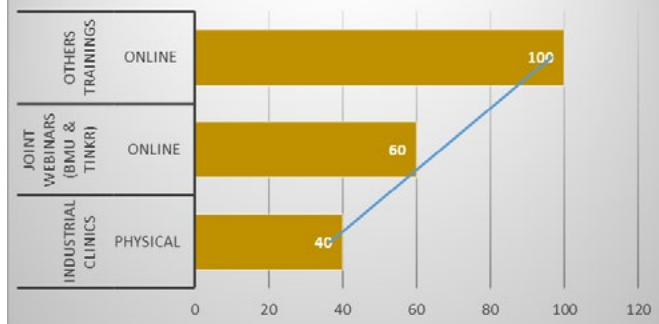
2.2 General Trainings and General Sensitizations Annual Calendar Programs

In total, five (5) General training(s) were conducted that attracted 126 participants under the following topics of: A Practical Guide to Uganda's Current Labour Landscape, Digital Risk Management Training, Legal Compliance and Employee Well-Being, Embracing Corporate Governance for Good Business Practices and Child Labour Due Diligence; and a total of eight (8) General Sensitizations conducted in hybrid delivery totaled to 200 participants (online Joint FUE-Partners (BMU and Tinkr) Webinars-60 participants, physical Industrial Clinics-40 participants, and Other online general sensitizations-100 participants). This together accounted for over 326 participants in the 2024 planned Annual General Trainings and General Sensitizations.

2024 Topical General Trainings



2024 General Sensitizations



3.0 Training Program Impact Data-Analytics

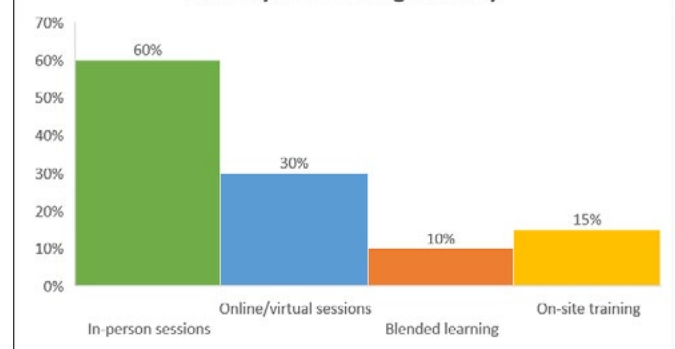
In 2024, HRTC Team set out to understand the trend analysis and impact of FUE training initiatives and this yielded valuable insights into trends of participant demographics, delivery effectiveness, industry participation, level of professional engagements, and its impact on job performance and organisation improvements. The comparison the trends of 2024 and previous, allowed the HRTC Team to refine, content, quality and enhance our programs in 2024 and influenced future trainings and programs for sustainable impact among employers.

3.1 Program Reach and Accessibility

- Geographic Expansion:** While Kampala and its surrounding regions maintained a strong participant presence, we observed a significant and encouraging growth in participation from Eastern, Northern, and Western Uganda. This indicates our expanding reach and commitment to nationwide accessibility.
- Delivery Method Diversification:** A diversified and multi-faceted approach was employed for training delivery of our offerings with in-person sessions comprised 60% fostering direct engagement. Online/virtual sessions accounted for 30%, blended learning and on-site training represented 10% and 15% respectively, which demonstrate FUE commitment to flexible and customized learning solutions and expanding accessibility.

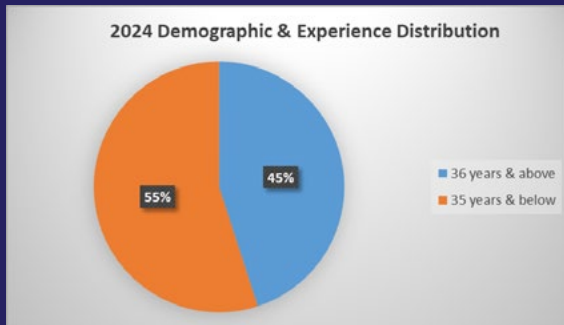


2024 Hybrid Training Delivery



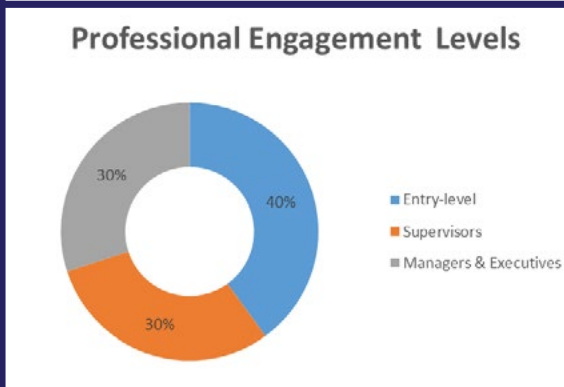
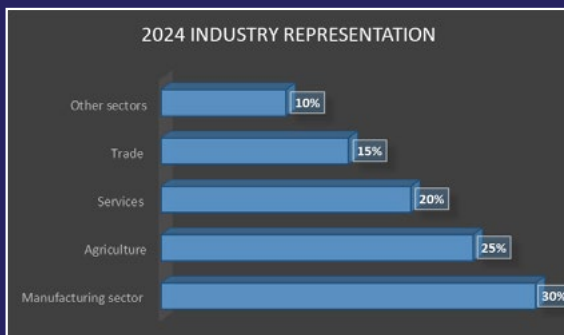
3.2 Participant Demographics and Engagement

- I. Age and Experience Distribution:** In 2024, our programs attracted a diverse age range, with 55% of participants aged 35 and below, and 45% aged 36 and above showing a balanced engagement of both the younger and more experienced professionals.



- II. Industry Representation:** The manufacturing sector led participation at 30%, followed by agriculture (25%), services (20%), trade (15%), and other sectors (10%). This diverse industry representation highlights the broad applicability of our training programs.

- III. Professional Level Engagement:** In 2024, we were deliberate on successfully engaging participants across all career levels, with 40% entry-level, 30% supervisors, and 30% managers and executives; which demonstrated FUE's ability to provide relevant training for various professional development needs.



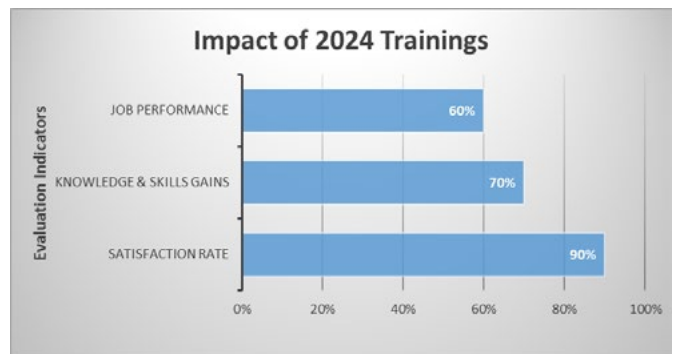
3.3 Program Content and Post-Training Support

- **Curriculum Enhancement:** To ensure our training remains relevant and impactful, we developed new training materials focused on critical areas such as labour law compliance, digital transformation, risk mitigation, Corporate governance, leadership and mentorship, mental health and employee wellness.

- **Continuous Learning Support:** We enhanced our online resources to facilitate continuous learning beyond the training sessions, empowering participants to apply their newly acquired knowledge and skills in their respective workplaces.

3.4 Training Impact and Key Evaluation Findings

Evaluation Methods: Pre- and post-training assessments were conducted to assess satisfaction and effectiveness and showed a significant increase in participants' knowledge and skills from participant feedback surveys after every training program including follow-up evaluations that indicated improved job performance and organisational outcomes.



Satisfaction Rate: 90% of participants reported being satisfied with the training they received.

Knowledge Gains: Participants showed 70% improvement in knowledge and skills after completing the training.

Job Performance: 60% of participants reported an improvement in job performance.

Organisational Impact: Employers reported positive changes in productivity, employee engagement, and compliance with labor laws with 2 notable **case studies as success stories** including **Story#1:** A manufacturing company implemented new management practices after the Supervisory Skills Improvement training, leading to a 20% increase in employee efficiency. **Story#2:** Where a service organisation adopted new grievance handling procedures following training, improving employee satisfaction and retention rates.

3.5 Challenges to Training Program Participation

- **Economic Constraints:** The prevailing economic hardships forced companies to prioritize resource allocation, hence diverting training budgets to immediate operational needs and other critical functions. This limited the availability of funds for professional development initiatives.
- **Geographic Accessibility:** Conducting training sessions at locations distant from central business districts (CBDs) significantly hinders participation, particularly for businesses with limited resources or those operating in areas with transportation challenges.
- **Logistical Hurdles:** Delays or inconsistencies in confirmation processes from participating companies create uncertainty and logistical challenges, impacting program planning and participant attendance.

4.0 FUE Consultancy

In 2024, had a total of five consultancies conducted in executive recruitment services for Mbale Clinical Research Institute (MCRI), Uganda Women Entrepreneurs Association Limited (UWEAL), and subsequently implemented the 2nd cohort of the Young Leader Development Program at Movit Products Ltd, Corporate Governance Advisory services for UIPE association, and some SMEs on services.

4.1 Movit Products Limited Graduate in-Training Young Leaders Program

FUE in partnership with Movit Products Limited, celebrated the successful graduation of the 2nd cohort of its Young Leaders Development Program on December 18th, 2024. The ceremony marked a significant step in Movit's strategic investment in internal leadership development. This graduate-in-training program, specifically tailored to Movit's needs, equips promising young professionals with essential skills in leadership, business acumen, project management, and strategic thinking, ensuring a pipeline of talent ready to drive the company's future growth.

Movit's Talent Pipeline and program's graduation ceremony highlighted its direct impact on Movit by:

Showcasing Internal Talent: The event provided a platform to recognize and celebrate the achievements of Movit's emerging leaders, demonstrating the company's commitment to nurturing internal talent.

Reinforcing Strategic Investment: By featuring testimonials and presentations from the graduates, the ceremony illustrated the practical application of learned skills within Movit's operational context.

Building a Culture of Leadership: The program's theme, "Empowering the Next Generation of Leaders: Building Resilience, Creativity, and Impact," directly aligns with Movit's strategic goals, fostering a culture of proactive and innovative leadership.

Ensuring Future Growth: This second cohort successfully graduating, strengthens Movit's future by providing a group of highly trained individuals ready to take on leadership roles as highlighted in opening remarks from Movit's CEO underscored the company's commitment to the program and its strategic importance.



5.0 SME HR Support

As HRTC department, we deliberately identify SMEs, youth start-ups and companies across our regional offices of Eastern, Northern and Albertine and Rwenzori regions each year to provide for these Employers that have inadequate resources to recruit dedicated HR personnel or develop functional HR departments to attract, nurture and retain talents to improve both employee and organisational productivity and minimise legal risks and liabilities. FUE actively sought to add value to SMEs by supporting the alignment of their HR functions, drafting and reviewing policies, and operationalizing their governance policies which strengthened inner capacity and enhanced business continuity.



6.0 Collaborative Partnership Regional Learning Experience

6.1 Regional Workshop on Responsible Conduct in Uganda

In a concerted effort to strengthen responsible business practices, a pivotal capacity-building regional workshop convened in Kampala, Uganda, on July 16th and 17th, 2024, supported by the European Union, the International Organisation of Employers (IOE), and FUE. This event gathered approximately assembly of 40 participants who included representatives from FUE member companies, primarily Micro, Small, and Medium Enterprises (MSMEs), key national stakeholders, and notably Employer Organisation (EMBO) representatives Employers from across Africa. This regional participation facilitated a valuable exchange of best practices and strengthened collaborative networks.

The workshop delivered a comprehensive exploration of Responsible Business Conduct (RBC), with a focus on human rights, sustainability, and ethical operations. Experts from the UN Office of the High Commissioner for Human Rights, the EU, IOE, and Uganda's Ministry of Gender, Labour and Social Development provided critical insights and guidance.

6.2 Key Workshop Highlights

- **Human Rights Integration:** Participants delved into the crucial connection between business and human rights, examining the UN Guiding Principles on Human Rights (UNGPs). The emphasis was on proactively embedding these principles into business operations and supply chains, beyond mere legal compliance.
- **Sustainable and Ethical Practices:** The workshop highlighted the importance of aligning business growth with social and environmental responsibility. Participants explored how ethical practices can mitigate risks, enhance reputation, and contribute to sustainable development.
- **MSME Empowerment:** Recognizing the vital role of MSMEs in Uganda's economy, the workshop provided tailored guidance on implementing RBC and human rights standards within these businesses. It underscored the lasting positive impact of early adoption of these principles.
- **Building Ethical Cultures:** A key takeaway was the necessity of fostering a business culture rooted in responsibility and respect. Participants learned strategies to integrate these values into their organisational frameworks.
- **Regional Collaboration and Stakeholder Engagement:** The workshop served as a platform for regional collaboration, facilitating the exchange of experiences among African employer organisations. The involvement of government, international organisations, and regional bodies provided a holistic understanding of the regulatory landscape and available support, reinforcing a collective commitment to embedding sustainability and human rights into business operations.

This collaborative learning experience strengthened networks and fostered a shared understanding of the challenges and opportunities in promoting responsible business conduct across Africa.

Future Directions and Recommendations

Looking ahead to 2025, FUE's Training and Consultancy focus shall be on the following priorities:

- Expansion of Digital Training Capabilities to meet the growing demand for online learning, especially in remote areas.
- Development of New Training Programs that address emerging issues such as digital transformation, sustainable business practices, corporate governance masterclasses and employee mental health.
- Conduct training sessions in easily accessible locations, including regional hubs or co-working spaces, to minimize travel distances and costs.
- Enhance the traceability studies and trend analysis of training programmes to evaluate and monitor input, output, impact and outcomes.
- Work with specialised partners to expand and diversify FUE coverage on Consultancy Services.

Conclusion

The comprehensive analysis of our training programs reveals a positive trajectory, marked by expanding geographic reach, diverse industry engagement, and impactful curriculum enhancements. While we have successfully delivered valuable training to a broad audience, strategic refinements are essential to overcome identified challenges. By implementing flexible and cost-effective solutions, ensuring geographic accessibility, and consistently enhancing our training materials, we can further solidify our commitment to developing a skilled and empowered workforce. In due course, these data-driven insights will guide our future initiatives, ensuring our programs remain relevant, impactful, and accessible, contributing significantly to the economic and professional development of individuals and organisations across Uganda.



UNLOCK EMOTIONS
TRANSFORM CULTURE
ELEVATE PEOPLE

KEY FEATURES



Emotional Analysis
Proprietary algorithm providing real-time emotional insights.



Data Hub Marketplace
Comprehensive suite of tools for customized solutions.



Security Measures
Latest encryption technologies and data security safeguards.



Seamless Integration
Effortless integration with existing applications and channels.



Ethical Use of AI
Commitment to responsible and empathetic AI usage.

HOW WE DO IT

Data Collection

Our data collection platform allows users to create emotionally intelligent customized forms to capture data.

Emotional Spectrum

Analyze and understand the emotions of customer interactions. Build an emotional profile over time.

Actions & Insights

Take action with emotion driven responses. Tell a story with your data and make informed decisions

KEY FOCUS AREA

- Feedback & Conflict Resolution
- Education, Training & Development
- Workforce Coaching & Mentoring
- Recruitment & Selection
- Personal Growth & Improvement
- Mental Health Monitoring
- Crisis Management

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MARKETING AND MEMBERSHIP DEVELOPMENT



The Marketing and Membership Development (MMD) Department is dedicated to fostering strong member relationships, enhancing FUE's visibility and championing a business environment where Employers thrive. In 2024, we facilitated value addition to membership, strengthened the impact of our regional offices and simplified navigation and access of our support systems. This report presents a detailed account of the initiatives and outcomes related to member growth.

a) Membership Growth and Retention

A key strategic objective for the Federation of Uganda Employers (FUE) is to drive sustainable membership growth and retention. This emphasizes our collective voice, making us a more powerful advocate for the Ugandan business community.

i) Recruitment

FUE experienced significant membership growth in 2024, welcoming thirty-two (32) new members. This growth underscores our organisation's value and relevance further amplifying our ability to advocate for organisational growth at national level.



NO.	Company/ Organisation Name	Membership Number
1	AIDs Information Center	24025
2	APA Insurance (U) Ltd	24026
3	Asili Agriculture	24022
4	Bethesda Hospital Soroti Ltd	24021
5	Busoga International Polytechnic (BIP)	24001
6	C-Care Uganda	24012
7	Dar Al-Handasah Consultants	24010
8	DHL Supply Chain International Ltd	24029
9	East African Medical Vitals	24016
10	Edukans Education Services	24013
11	Escape Village Ltd	24031
12	Fenix International Uganda Limited	24014
13	Global Alliance For Improved Nutrition	24005
14	Health Promotion International	24015
15	Ligopedia Advocates	24007
16	Luigi Giussani Foundation (LGF)	24006
17	Marie Stopes Limited	24008
18	Mt. Elgon Agroforestry Communities Cooperative Enterprise Ltd	24023
19	Mt. Elgon Hotel & Spa Ltd	24018
20	Nzirambi Orphans Talent Development Center (NOTDEC Uganda)	24003
21	Platinum Credit Uganda Ltd	24004
22	Reach A Hand Uganda	24009
23	Sauti + Media Hub	24002
24	Sebuuma & Associates Certified Public Accountants	24027
25	Seret Grains Uganda Limited	24020

26	The Water Trust Limited	25001
27	Ubora Speciality Crops Ltd	24017
28	Uganda Development Corporation	24019
29	Uganda Insurers Association	99310
30	Universal Technology and Management University	24028
31	Uzima Ministries	24030
32	War Child Holland	24024

ii) Retention

By prioritising retention to forge strategic partnerships, guarantee organisational continuity and maximize member return on investment, FUE has not only strengthened its foundation of trust and proactive member engagement, but has also successfully improved retention rates and reactivated some dormant members, with ongoing efforts to further re-engage inactive members.

We are also glad to note that some members even upgraded to higher membership tiers, and we encourage more members to do the same.

iii) Strategies

To cultivate a strong and cohesive membership that maximizes tangible benefits, FUE employs a multifaceted strategy encompassing targeted recruitment of mission-aligned businesses, continuous evaluation and improvement of value-driven services, proactive engagement through diverse channels, and a commitment to actively incorporating member feedback for ongoing refinement and responsiveness.

b) Improved Value proposition

FUE has made significant enhancements to our Membership Value Proposition, reflecting our firm commitment to meeting the evolving needs of our valued members. In an era of increasing complexity and rapid change, we recognise the critical importance of providing relevant, impactful support to employers across Uganda.

A Proactive Response to Evolving Needs

Owing to a concrete understanding of the growing challenges in areas such as lobbying, employment relations and productivity in the world of work, FUE conducted a thorough review and refinement of our membership benefits. Through collaborative efforts involving our dedicated staff, key stakeholders, current and potential members have strategically aligned our service offerings with the most pressing concerns of the business community.

Introducing a Tiered Structure for Tailored Support

Our enhanced Membership Value Proposition features a comprehensive tiered structure designed to cater for the diverse needs of our members from early-stage startups to established enterprises. This structure includes Platinum, Gold, Silver, Bronze, Copper, and Zinc categories, each offering a distinct set of benefits tailored to specific business needs and sizes.

Platinum, Gold, Silver and Bronze: These categories/ tiers provide comprehensive support, including in-house sensitisations, detailed audits, dedicated relationship managers, full or partial access to our member service portal with premium content, and access to high-value publications, depending on the category you subscribe to.

Copper and Zinc: These categories/tiers are specifically ring fenced for NGO's and SME's upcountry, Young employer's/ Business startups and micro enterprises, providing essential access to compliance information, virtual support, and group services to help them navigate employment challenges.



Core Benefits for all Members

Regardless of the chosen membership category/tier, all FUE members will benefit from access to:

- FUE's core website content and industry updates
- Participation in high-value networking events
- The FUE Monthly E-Newsletter
- Basic Legislative Updates
- General Sensitisations

A Focus on Collaboration and Feedback

The development of this enhanced value proposition has been a collaborative process, emphasising the importance of member feedback. The Member Services Committee and Governing Council have been instrumental in reviewing and validating these changes, ensuring that they accurately reflect the needs and priorities of our members.



Future Projections

We are confident that these enhancements will provide our members with the tools, resources, and support in as far as people risk management is concerned to enhance employer competitiveness. We remain committed to continuous improvement and look forward to your feedback as we implement these changes. We believe that this improved value proposition will further strengthen FUE's role as the leading voice of employers in Uganda.

We encourage all members to review the detailed breakdown of benefits in the provided document. To fully understand and maximize the value of your FUE membership, we invite you to:

Contact your dedicated FUE Account Manager: They are ready to provide expert guidance and respond to queries.

Visit our website: Explore the comprehensive information on our updated Membership Value Proposition and discover the full range of benefits available to you.

We are committed to ensuring you leverage every opportunity that FUE membership offers.

c) Strengthened Member Relationships through FUE's Continuous Investment in Account Management Excellence

FUE remains committed to fostering a thriving private sector in Uganda through robust member relationships. Our Account Management System, overseen by the MMD Department, is a cornerstone of this commitment. It's significant to note that concerted efforts to strengthen this system, ensuring our members receive the highest level of personalised support and effective communication is a core aspect of our daily operations.

Investing in Our Account Managers: Continuous Professional Development

Recognizing that exceptional account management requires ongoing development, FUE has prioritised continuous training for our dedicated team of over 20 Account Managers. As the focal point of member engagement, we are keen on building the capacity and potential of the account managers to deliver exceptional service to Employers.

This year, we have significantly invested in refresher training programs, both internally and externally, to enhance our account managers' skills and knowledge. These programs cover a wide range of areas, including:

Advanced Relationship Management Techniques: Ensuring our account managers are equipped to build and maintain strong, lasting relationships with our members.

Effective Communication Strategies: Enhancing our ability to provide timely, relevant and personalised information through various channels.

Dispute Resolution and Problem-Solving: Streamlining our processes for addressing member concerns and inquiries efficiently.

Utilising Data for Member Insights: Leveraging the Account Management System's data to understand member needs and tailor our services accordingly.



International Collaboration for Enhanced Expertise

We are particularly grateful for the support of the International Training Centre of the ILO, which has provided our staff capacity with access to up-to-date resources and training on best practices in account management. This collaboration ensures that our team is equipped with the latest knowledge and tools to effectively serve our members.

Account Management: A Constant Commitment

At FUE, we understand that account management is not a one-time effort but a continuous process. We are committed to constantly evaluating and improving our systems and processes to ensure we are meeting the evolving needs of our members.

Maximising your FUE Account Management Experience

Your FUE Account Manager is your dedicated partner. By actively engaging with them and utilizing the resources available through the Account Management System, you can maximize your membership benefits and ensure your business thrives in Uganda's dynamic private sector.



To fully leverage the FUE Account Management System, here's a breakdown of actionable steps and tips you can communicate to them:

1. Know Your FUE Account Manager:

- Establish a direct line of communication. Have their contact details (email, phone) and preferred communication methods.

2. Utilize the Centralised Member Database:

- Ensure your company's information in the database is accurate and up-to-date.
- This helps your Account Manager provide relevant and personalised support.

3. Engage in Regular Communication:

- Respond promptly to their communications to maintain an active relationship.

4. Leverage the Issue Tracking and Resolution System:

- Don't hesitate to raise any concerns or seek assistance through the system.
- Clearly articulate your issues for efficient resolution.

5. Provide Feedback:

- Share your experiences and suggestions with your Account Manager to help FUE improve the system.
- Participate in any surveys or feedback sessions.

6. Stay Informed Through Multiple Channels:

- In addition to direct communication, utilize FUE's website, social media, and other resources.
- Attend FUE events like the AGM and trainings.

7. Proactively Seek Support:

- Reach out to your account manager for advice on labour law compliance, networking opportunities and other FUE services.
- Don't wait for problems to arise; proactively seek guidance.

8. Understand Your Membership Benefits:

- Review the membership value proposition to understand the services you are entitled to. Your account manager can help explain these benefits.

9. Utilize the FUE Website and Member Service Portal:

- Explore the resources available on the portal, such as document templates, training materials, and HR tools.

d) Rationalisation Impact on Membership:

The Ugandan government's ongoing rationalisation of agencies has led to the absorption or merger of some of our valued member organisations. While these members appear in the 2024 Annual report, as their subscriptions were paid prior to the rationalisation process, it's important to note that their organisational structures have changed. Consequently, these merged entities may not appear as separate members in our 2025 AGM report next year. We acknowledge the complexities of this transition and remain committed to supporting our members through these changes.

We would like to extend our sincere appreciation to these members for the support they rendered to FUE prior to their merger or absorption.

e) FUE Regional Offices

FUE operates across the country serving the entire business community, extending our support beyond Kampala and its surrounding districts. Our strategically located regional offices in Mbale (Eastern), Lira (Northern), and Kasese (Western) Uganda, ensure that businesses across the nation have access to our resources and expertise.

Each regional office is led by a well-equipped Regional Coordinator, who serves as a knowledgeable and experienced point of contact for local businesses. These coordinators are now empowered with enhanced training and resources to effectively address any issues that may arise in their respective regions.

To further strengthen our regional support system, the FUE head office provides comprehensive backup and assistance to the Regional Coordinators. This collaboration ensures seamless service delivery and allows for efficient resolution of complex matters.

Whether you're an established business or a startup, FUE is dedicated to enhancing your growth. **Are you an employer in the region?** Visit our regional office for support. With the enhanced capabilities of our Regional Coordinators and the support of our head office, we are better equipped to support your business achieve excellence.



The poster features the FUE logo and tagline 'The Voice of Employers' at the top left. The background is a collage of business-related icons including upward arrows, a '2025' seal, a 'BUSINESS 2025' tag, and a 'LOW STR' tag. The main title 'THE FUE CEO BREAKFAST MEETINGS' is prominently displayed in large, bold, blue and orange letters. Below the title, the dates 'May and November 2025' are listed. The target audience is specified as 'Open to: Business Leaders, CEOs and Key Industry Players'. At the bottom, contact information is provided: 'For inquiries contact info@fuemployers.org | 0392 777 410'.

FUE VISIBILITY AND INFLUENCE



The 2024 Work Trend Index from Microsoft and LinkedIn reveals that AI in the workplace is already a reality. The use of generative AI has doubled in the last six months, with 75% of global knowledge workers using AI in daily work operations. This trend is an integral part of communications creating the need for innovation and a creative flow of ideas to remain afloat in a fast-paced business landscape. We remain committed to ensure Employers stay up to date with pertinent issues and new developments in the labour market.

In 2024, we conducted an awareness campaign to boost membership growth applying AI for voice-over and soundtrack effects. The campaign dubbed, 'The Employer Handshake' was an expose of the work, mandate and services of the Federation. The campaign provided insights on FUE services, projects and programs.

In the digital space, our communication platforms including the website, E-Newsletters, social media channels i.e. LinkedIn, Facebook, X and Youtube among others, we shared relevant information on FUE events, relevant updates and resourceful information as well as best practice examples published in a consistent manner to keep the audience engaged. Throughout the year, we published 12 digital interactive monthly E-Newsletters to share key insights and updates on FUE programs and initiatives. On our social media channels, we had over 5,000 impressions (51.6%) monthly on LinkedIn posts with an engagement rate of over 5.8% per post whereas each post on X had an average reach of over 200 people. With a member database of above 1,000 subscribers on our mailing list, we constantly shared universal emails to all members to centralise communication to Employers with an open rate of 37.0% and 8.1% click rate per email sent out.

Our engagement with the media fraternity was accentuated this year in a mutually beneficial relationship. As the fourth estate, the media has the ability to change narratives and influence policy among key industry players and the public at large. Throughout the year, print, broadcast and online media houses played a significant role in amplify aspects of skills development, decent work in the digital economy, mental health, best employment practices and labour law compliance. We collaborated with internationally recognised media houses such as Vision Group, Nation Media Group, Next Media Services and Uganda Broadcasting Corporation among others. We believe the extensive reach of mainstream media across the country is expedient to influence Employers across various sectors of the economy.



In order to increase brand visibility, FUE was represented at various events and workshops of national importance such as the International Labour Day, International Women's Day, World Day for Occupational Safety and Health, Independence Day where Governing Council members, staff and Employers were present to participate in various activities. We also produced and distributed FUE branded PR packages at various events to members, well-wishers and other stakeholders.

2024 became a pivotal year in the communications industry with the mass adoption of Artificial Intelligence (AI) tools and digital channels that have been significant in supporting the execution of many organisations communication strategies. We look forward to exploring the full potential of AI tools to strengthen FUE's digital footprint in the world of work.



FOLLOW US

Scan the QR codes and follow us for real-time updates of FUE programming



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FUE CONNECT THE EMPLOYER CATCHUP

In this interview, we connect with Mr. Milton Owor from the National Social Security Fund (NSSF) Uganda, one of the esteemed members of the Federation of Uganda Employers (FUE).

NSSF plays a vital role in securing the financial future of workers across the country with the support of employers.

Milton has been an integral part of this journey, having served on the FUE Board for several years, contributing to key discussions and decisions that shape Uganda's employment landscape.



Hello Milton, welcome to FUE Connect, I look forward to engaging with you.

Let's start by getting to know more about you and your role at NSSF Uganda.

What is your role at NSSF Uganda and how does it link with employers in the country?

I am Chief People and Culture Officer at the National Social Security Fund (NSSF). This role involves creating a culture where we can optimise Fund talent and sustainably enhance organisational performance. We do this by leveraging the various HR processes (Talent, Reward and Benefits, Culture, Technology) to drive employee engagement and innovation.

I believe this is the core mandate of HR functions across board and is how HR contributes to organisational growth and strengthening of employers in the country. Especially at a time when many organisations are struggling with various business challenges (cost of doing business, competition, technology, cybercrime, etc.), the ability to leverage talent and create an environment (culture) where employees can be the very best version of themselves and volunteer their discretionary energies for business success, cannot be overstated.

Fortunately, the Federation of Uganda Employers (FUE) is at the forefront of supporting organisations develop internal capabilities and skills to deal with and thrive amidst these challenges.



How long has NSSF been a member of the FUE, and what motivated your organisation to join?

NSSF has been a member of FUE since it was founded in 1985. We joined the Federation because of the benefits of 'strength in unity'. Joining hands with other employers in the country under the umbrella of FUE, we are together able to do and accomplish a lot more than we ever could, individually. Through FUE, we get the collective voice of Uganda employers stronger and better heard, we influence relevant government policies and have credible advocacy platforms for Uganda employers.



How has NSSF collaborated with FUE and other member organisations to improve employer engagement in social security matters?

NSSF is an active member of FUE and has over the years served the Federation in various capacities in the Governing Council. We have led several employer and employee sensitisation sessions, engaging on the strategic nature of social security and how this not only supports employees in their time of retirement, but is also good for the employer brand as well as for our national economic development. We leverage our Financial Literacy program to sensitise members on securing their retirement life.





Being a member of FUE comes with a number of benefits, can you share three key benefits NSSF Uganda has gained from being a member of FUE?

The benefits to NSSF of FUE membership are many. Here are 3 examples;

Advocacy: Through membership to FUE our voice is better heard, and we have been able to influence relevant employment related national policy and laws. We have also used our FUE membership to sensitise and engage other FUE members on NSSF programs and offerings, enabling us to have many more Ugandans covered by NSSF and enhance employer compliance

Skills Development: Through the various curated FUE programs, we have enhanced our staff learning and development. Examples of FUE programs include Female Future Leadership program, etc.

Networking Opportunities: Membership to the FUE provides us invaluable opportunities to network with other employers in the country, as well as with international institutions. This provides us immense organisational learning opportunities.

Additionally, NSSF benefits from having two of its Board members as representatives of the Federation of Uganda Employers.



NSSF



How would you like to see the partnership between NSSF and FUE grow in the coming years?

The partnership between NSSF and FUE can continue to grow and deliver tangible mutual benefits in many ways. Leveraging FUE's wide membership and spread across the country, we continue to reach many employers in Uganda and work with them to ensure compliance and enable us to provide social security to more Ugandans employed in the private sector as well as those in self-employment. We would also work with FUE and its wider membership to create more employment opportunities in the country, and in that way drive NSSF membership growth to enable us to achieve our strategic goal of providing coverage to at least 50% of Ugandans of working age.



NSSF



What message would you give to other employers who are considering joining FUE?

Joining FUE membership was one of the best business decisions NSSF made.

My message to Employers is that they should make the decision and join FUE today. In joining FUE, the benefits for them and their business are numerous, including stronger employer brand, productive Industrial Relations practices, cutting edge employee development opportunities, networking opportunities with other employers and the ability to enjoy all other FUE member services that can be tailored to Employers needs.



NSSF

"Every Good Employer is a Member of the Federation of Uganda Employers."

LEADERSHIP DEVELOPMENT FEMALE FUTURE PROGRAM (FFP)



In a continuous effort to foster equal opportunities in the workplace, the Federation of Uganda Employers (FUE) has been at the forefront of promoting women in leadership roles. One of FUE's key initiatives in this mission is the Women Executives Chapter (FUEWEC), established to empower women in top decision-making positions, build the capacity of young women to step into leadership roles, provide a platform for women executives and board members to connect and share ideas. FUEWEC further strengthens the secretariat's capacity to effectively manage these efforts.

In alignment with this vision, FUE adopted the Female Future Program (FFP), originally developed with the support of the Confederation of Norwegian Enterprises (NHO). FUE adapted NHO's concept to address the gender gap in leadership and executive services within Uganda's corporate sector.

The Female Future Program is a comprehensive nine-month training initiative consisting of three key modules: Leadership Development, Rhetoric and Board Competence. Since its inception in 2011, the program has empowered over 390 women leaders, helping them break barriers and ascend to influential roles in both the public and private sector.

Key Milestones of the Female Future Program

Since its launch, the FFP has achieved numerous significant milestones:

- **International Recognition:** The program was nominated by the International Labour Organisation (ILO) as one of the ten best practices for promoting gender equality in leadership.
- **Regional Excellence:** The International Training Centre of the ILO (ITCILO) in Turin, Italy, recognised FFP as the leading initiative in Africa for promoting women in business and management.
- **Global Exposure:** In 2015, the FFP was presented at the International Conference, "Reflecting Global Change: Women in Business and Management," hosted by the ILO and the International Finance Corporation in London, United Kingdom.

These achievements underscore the program's role as a pivotal initiative in empowering women and addressing gender imbalances in leadership positions.

Program Impact: Achievements of the Female Future Program

A recent evaluation, conducted by the Confederation of Norwegian Enterprises (NHO) and Octoville Development Company Limited, highlighted the program's positive impact on participants. Key findings from the assessment include:

- **Leadership Advancement:** 46% of FFP alumnae reported having secured leadership positions or advanced to higher leadership roles following the completion of the program.
- **Board Representation:** 27% of alumnae indicated that they joined boards after graduating from the program.
- **Personal and Professional Growth:** 40% of participants felt that the FFP had significantly helped them develop the skills they identified as areas for growth at the start of the program.
- **High Satisfaction:** Across six countries (Norway, Uganda, Kenya, Tanzania, Ghana, and Tunisia), FFP alumnae rated the program highly in terms of personal and professional development, work-life balance, and networking, with an average rating of 8.0 out of 9.0.

These results demonstrate the program's effectiveness in preparing women to take on leadership roles and expand their professional networks.



The 13th Annual Women Leadership Conference (AWLC) 2024

The 13th Annual Women Leadership Conference (AWLC) 2024, held at the Kampala Serena Hotel, centred around the theme **"The Future is Sustainable: Positioning Women Leadership for a Thriving World"**. The conference aimed to enable women leaders to share their experiences on how to champion sustainable practices and initiatives in their organisations and communities, equip women leaders with the knowledge to adopt and promote sustainable practices and innovations that contribute to a thriving world, promote women's involvement in decision-making processes related to environmental protection, climate change mitigation, and social development, and understand why sustainability is important for future growth and profitability.

At this year's conference, 41 FFP participants graduated from the 22nd and 23rd cohorts, two of whom are FUE staff, marking another successful milestone in the program's efforts to cultivate a new generation of women leaders.



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



**Female Future
Uganda**



NHO



**Sign up today for the 26th and 27th Cohorts of the FFP
2026 intake starting February.**

Course Fees: \$3,500

**'Equipping the Next Generation of Female Leaders
Thriving At Local and International Level'**

For inquiries contact info@fuemployers.org | 0392 777 410

THE EMPLOYER OF THE YEAR AWARDS (EYA) LAUNCH

In Uganda, the unemployment rate is higher among females (14%) than males (10%) and it is more prevalent among urban residents at 16% than rural residents at 8%. The pressure on the job market is expected to intensify as the number of individuals reaching 18 years of age per annum is projected to increase from 1.04 million in 2023 to about 1.5 million by 2040.

The Employer of the Year Awards (EYA) Survey 2024 theme focused on recognising Employers fostering job creation. EYA is an initiative spurning over 20 years that has culminated into a platform to identify, rank and recognise outstanding Employers as well as a benchmark for best business practices in the world of work. This initiative has contributed to decent work and sustainable work practices to advance economic growth.

Its significant to note that the EYA Survey 2024 will measure three core aspects of;

- Creation of Stable Jobs
- Addressing Barriers to Job Growth
- Focused Job Strategies

The award categories include;

Tourism and Hospitality

Agriculture

Manufacturing

Healthcare

Education

Technology

Financial Services

Talent Management

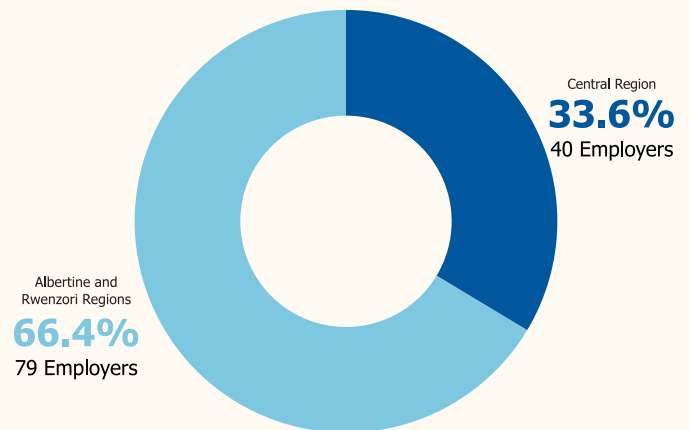
Disability Inclusion

Gender Equity

Elimination of Child Labour



EYA 2024 Participation



Applications for the EYA 2024 Survey participation are still open for interested organisations. Contact info@fuemployers.org for inquiries.

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FUE'S CONTRIBUTION TO ESG

Globally, as governments, investors, consumers, and regulators increasingly prioritise sustainability, companies worldwide are expected to demonstrate their commitment to responsible and sustainable business practices. The United Nations Principles for Responsible Investment is an international organisation that works to promote the incorporation of Environmental, Social and Governance (ESG) principles into investment decision-making. As a key tripartite partner in Uganda, FUE's contribution to ESG during the year was centered on the pillar of Governance. This pillar provides guidelines for managing a business, addresses board composition, audit committee structure, bribery and corruption prevention, executive remuneration, lobbying, political contributions and whistle-blower programmers.

In light of the above, we hosted a capacity-building workshop on Responsible Business Conduct in partnership with the International Organisation of Employers (IOE) and the European Union. The event brought together over 40 participants, including members of FUE, representatives from micro, small, and medium-sized enterprises (MSMEs) and other key national stakeholders. The workshop served as a key platform for exploring the growing importance of responsible business conduct in Uganda. Business leaders were implored to prioritise responsible practices to enjoy a range of benefits including enhanced reputation, improved employee retention, stronger business relationships, access to new markets, capital, and opportunities for innovation. On the flip side, failure to uphold responsible practices can lead to significant costs. These can include operational delays due to strikes or protests, lost productivity, legal disputes, reputational harm, and lost business opportunities. Therefore, integrating responsible business conduct into corporate strategies is both an ethical imperative and a sound business decision.

As organisations worldwide grapple with the complexities of sustainable development, women leaders are emerging as pivotal players in advancing ESG strategies. The Female Future Alumni Association convened a workshop on the role of women in ESG highlighting the unique perspectives, commitment to social responsibility, and ability to foster inclusive workplaces make them invaluable in shaping the future of businesses and communities. Women bring a holistic approach to leadership, emphasising ethical practices, community engagement, and environmental stewardship, which are all critical components of effective ESG frameworks.

We further conducted an enlightening webinar on, 'Building A Sustainable Future: ESG Insights and Tools for Businesses' in partnership with Tinkr. The webinar entailed a detailed presentation on ESG according to UN Principles that have become significant for business operations. Employers had the opportunity to share their achievements, experiences and challenges in small discussion groups. The strategies, tools and case studies of organisations that have excelled in ESG were reviewed to offer practical solutions to organisations facing similar challenges.

Finally, we released the ESG State of Play in Uganda Report in partnership with ILO. The report was a result of a survey aimed at



obtaining an understanding of ESG regulatory framework in Uganda with a target of getting the perspectives of employers on ESG risks and opportunities, what ESG pressures Ugandan firms feel, whether financial institutions are providing better terms to firms with reduced ESG risk profiles and the current potential needs of FUE members to respond to ESG. The report recommendations included ESG trainings, information sharing sessions, leveraging FUE's policy engagement to enhance impactful ESG practices at the workplace.

As the world embraces sustainability as a core component of business, Employers are encouraged to include ESG practices in their business strategy and policy manuals to remain relevant in the competitive labour market. All businesses are being encouraged to reinforce ESG as part institutional corporate strategy and promote ESG compliant brands.



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FUE-ILO CAPSA PROJECT

In 2024, FUE implemented a project titled, 'Strengthening Capacity of Governments to Address Child Labour and Forced Labour, and Violations of Acceptable Conditions of Work in Sub Saharan Africa' (CAPSA). The main objective of the project is to strengthen the capacity of the Government to address child labour, forced labour/human trafficking and violations of acceptable conditions of work. The project districts include Mbale, Jinja, Bugiri, Sironko, Kamuli and Kapchorwa.

CAPSA Project Outcomes

Outcome 1: Improved enforcement of the legal framework and policies pertaining to child labour, forced labour, and violations of acceptable conditions of work

Outcome 2: Improved assistance services for victims of child labour and forced labour

Outcome 3: Strengthened partnerships to accelerate progress in addressing child labour, forced labour, and violations of acceptable conditions of work

Key Interventions

Output 1.2: Technical and institutional capacity strengthened at local government and central level to efficiently dispose of cases of Child Labour (CL), Forced Labour (FL) and Human Trafficking (HL)

- Provided support to the private sector companies to review their policies, plans and programs to incorporate child labour, forced labour and human trafficking issues.
- Model workplace policy on the elimination of child labour, forced labour and human trafficking developed and shared with employers. 11 companies in coffee, sugarcane and rice supply chains in Eastern region adopted the model policy
- Follow up visits to five companies were conducted (One rice company and four coffee companies) to track progress on the implementation of policies developed.
- 10 companies have developed policies on elimination of Child Labour, Forced Labour and Trafficking in persons and they have focal point persons to handle child labour issues.
- ILO in collaboration with FUE conducted training on CL, FL and HT for the private sector companies targeting Managers, in coffee, Sugarcane and Rice sub sector at Source of the Nile Hotel Jinja
- Talk shows were held on two local radio (Spice FM and Voice of Toro) stations and two National Television stations (NTV, UBC) for national awareness raising-District and MGLSD officials were involved
- About 15 million people were reached through TV and radio talk shows to promote the elimination of child labour, (FL, HT)

- Provided technical advice and conducted ToT on the 29th and 30th of August 2024 for 20 managers from 13 employers' organisations to train their members on responsible business conduct and compliance especially with regard to child labour, Human trafficking, Forced Labour and Violation of acceptable Conditions of Work.
- The managers trained have reviewed their HR policies to include CL, FL and HT issues, focal point persons to handle CL issues recruited. The training targeted rice, sugarcane and coffee supply chains.
- Conducted two sensitisation meetings attended by over 60 participants with employer's organisations-specifically out-growers, local leaders, the media on child labour and child labour laws and policies and the benefits of responsible businesses without child labour, Forced Labour, Trafficking in Persons and Violation of acceptable conditions of work. FUE also sensitised them on cross-industry collaboration initiatives to ensure that when child labour is tackled in one supply chain, it is not simply displaced into another.

Best Practices

- Incorporating child labour and due-due diligence training on FUE training calendar
- Awareness raising using IEC materials remains critical
- Compiling and disseminating good practices through EYA
- Supporting employers to implement CSR/Corporate Sustainability linked to elimination of child labour, FL and HT.
- Recognition of the best employers in the fight against Child Labour, FL and HT
- FUE sits on the NSC, involved in the development of the NAP

Project Priorities

- Continue with dialogue meetings with private sector/employers to support the integration of child labour, FL, HT issues
- Train extension workers on child labour monitoring and reporting
- Arrange intra and inter exchange visits within the sectors and between the sectors so that companies can learn from each other's experiences.

Over the years, FUE has worked with various stakeholders to eliminate child labour in supply chains. Efforts to curb this vice is increasing annually hence the need to continue with initiatives such as awareness raising, sensitisations and trainings for Employers to preserve the future workforce.

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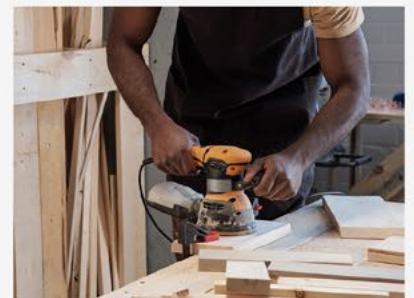
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(2016, 2017, 2022, 2024)

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CUSTOMER EXCELLENCE AWARD
(2021)

PEOPLE'S CHOICE QUALITY
AWARDS (ONER)
(2022 & 2024)



THE FUE-DI PROJECT

FUE in partnership with the Danish Industries (D.I) is accomplishing a project focused on enhancing harmonious industrial relations in Uganda. The project commenced with a pilot phase in 2022 with the overarching goal to strengthen the capacity of employers to create and maintain positive workplace environments. The project focuses on three interconnected outcome areas:

- a. **Social Dialogue:** Promoting effective communication and negotiation between employers, workers, and government.
- b. **Gender Equity, Diversity, and Inclusion (GEDI):** Fostering inclusive workplaces that value diversity and promote equal opportunities.
- c. **Skills Development:** Enhancing the skills of the workforce to meet the needs of the economy and improve productivity.

Output	Activity	Results
More systematic and constructive social dialogue	Training of FUE and NOTU staff on the ADR process Guide to enable the rollout	Five ADR committees established and trained. One training in Gender equality and human rights. One ToT on fair recruitment and decent work. Two Awareness workshops conducted % decrease in labor court cases
	Prepare a position paper on minimum wage for evidence-based lobbying and advocacy	Policy makers in the Ministry of labour agree on the need for sectoral Minimum wage
	Roll out the ADR process guide to employers and workers including the ADR Committees	Companies and ADR committees have knowledge on the ADR process in Uganda. Use this knowledge to reduce labour litigation One study conducted, one position paper developed, one validation workshop, one dissemination workshop and one employers conference organized
Gender Equity Diversity, and Inclusiveness	Organise company visits to encourage companies in sugar sub-sector to align their workplace policies with gender diversity tools, policy and KPIs prepared by FUE with support of DI	10 number of companies reached in the sugar sector Number of gender town halls. 20 % decrease in sexual harassment cases among companies who have adopted the policy Companies adopt and implement the DEI model policy and the KPIs
	Conduct training on gender equality and decent work in the Tea and Coffee subsectors.	HR and diversity and inclusion officers have an understanding and can influence diversity and inclusion policies at the workplace.
	Conduct mini conference on the lessons learnt in both sugar and coffee companies	Private sector sign a pledge to implement gender diversity in the workplace and create an implementation mechanism for C190

Skills Development	Company Engagement Pre-visits on Dual Training Program	Two partnership field visits conducted. The partnership between TVET institutions and FUE has played an important role in bridging the gap between training and industrial needs in the steel sector. The 30 trainees enrolled in the program have gained hands-on experience with advanced equipment and tools, an opportunity that would not have been possible in a traditional classroom setting. Company supervisors have dedicated time to provide trainees with real industry exposure, equipping them with practical skills and hands-on experience essential for their training. Continuous engagement between TVET trainers and industry partners will further refine and enhance the program to better align with industry demand in the subsequent enrolment.
	Inception meeting on dual training was held to formally launch the dual training program and bring together key stakeholders, including employers, training providers, and government representatives.	Companies in the steel sector and TVET institutions sign Memorandum of understanding with FUE on dual Training.
	Organise a policy dialogue/ career Fair conference	These two events created a unique opportunity for dialogue on work force development, skills gaps and the future of work and facilitated discussions on how policies can support career pathways and ensure that individuals have the skills needed to succeed in the job market.

Despite some challenges, significant progress has been made in implementing key activities across all three-outcome indicators. The project is well positioned to achieve its long-term objectives and contribute to a more equitable and productive working environment in Uganda.



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THE WORK READINESS FOR INCLUSIVE AND SUSTAINABLE ENTERPRISE (WRISE)



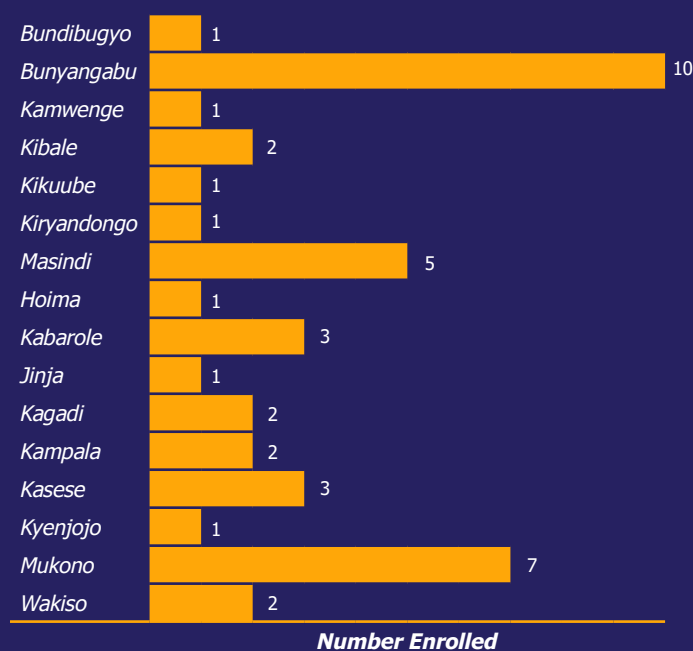
Statistics indicate the youth unemployment rate stands at 13% for individuals aged 15-24, significantly higher than the national average of 9.2%. The World Bank further underscores this issue, noting that only 10% of graduates from Technical and Vocational Education and Training (TVET) institutions are adequately prepared for the labour market. This skills mismatch creates a workforce that is not fully equipped to meet industry demands, resulting in poor job readiness among graduates. Therefore, both individual career prospects and overall economic growth are impeded highlighting the need for targeted skills development and alignment with market needs.

FUE in partnership with Enabel is implementing the WRISE project to tackle youth employment challenges and address the issues related to insufficient skilled labour. The WRISE project aims to equip recent graduates with essential skills and competencies to enhance their productivity. Specifically, the project is designed to support graduates gain their first work experience within the first six months of completion. It focuses on addressing the soft skills gaps that graduates often face as they transition from education to employment. Participants in the program will be regarded as employees and will receive close supervision and support from a designated mentor.

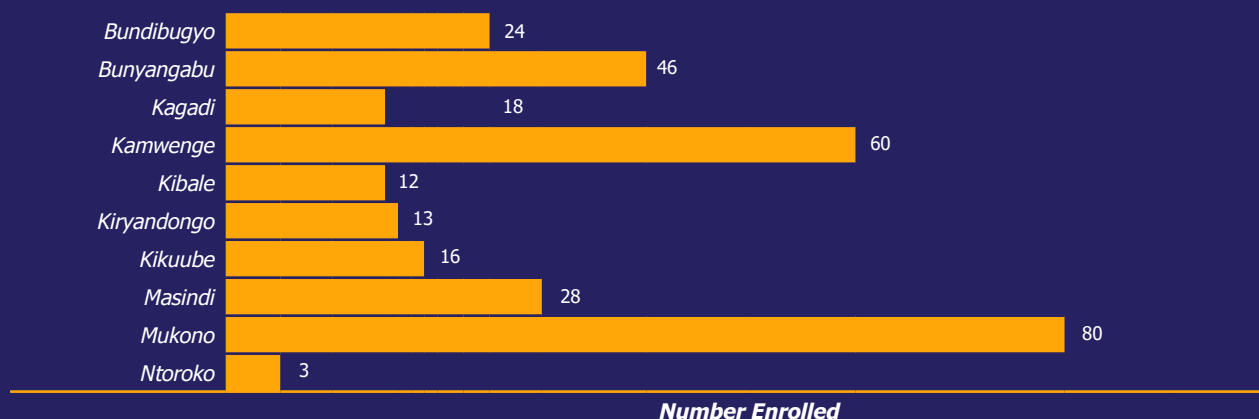
The project targets 600 recent graduates from both TVET and University with at least 50% of women as primary beneficiaries within the age bracket of 18-35 years of which 5% will be refugees from the three selected regions and the respective districts including Rwenzori region (Bunyangabu, Kamwenge, Bundibugyo, and Ntoroko districts), Albertine region (Kibale, Kagadi, Kikuube, Kiryandongo, and Masindi districts as well as Mukono district in Kampala Metropolitan region. In the course of the project, 200 graduates from each region will be selected. However, the placement of the graduates will take place nationwide with at least 50% in the three regions.

Status of Graduates and Employers Enrolled under the WRISE-Enabel Project

Employer Enrollment Per District



Graduate Enrollment Per Beneficiary District



Uganda's labour market is currently grappling with significant challenges that impede economic development and workforce well-being, particularly within the tourism, agriculture, and green economy sectors. The issues highlighted during stakeholder consultations for the formulation of this project, are multi-faceted and require targeted interventions. FUE has identified several critical issues affecting these sectors and the broader labour market, including skills mismatches, sector-specific challenges, regional disparities, and concerns related to the decent work agenda. Addressing these challenges is imperative for creating a conducive business environment and fostering a skilled, productive workforce capable of driving Uganda's economic growth.



Call for Applications

The Work Readiness for Inclusive and Sustainable Enterprise (WRISE) Project.

Target

600 TVET/ University Graduates and 180 Employers with recruitment needs in the agriculture value-chain, tourism and green economy sectors.

Eligibility

- Age: 18-35 years
- TVET/ University Graduates
- Residents of Kibale, Kikuube, Masindi, Kiryandongo, Kagadi, Ntoroko, Bunyangabu, Kamwenge and Mukono Districts.

Placement period: Six Months

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FUE-CONFEDERATION OF NORWEGIAN ENTERPRISE (NHO)

The FUE-NHO Project aimed to ensure the Federation emerges as an influential voice for Uganda Employers. 2024 was the final year of the FUE-NHO cooperation framework 2020-2024, which had three components; Organisation Development(OD), Gender Equality and China Africa.

The project implementation focused on the two components of Organisational Development and Gender Equality highlighted below;

Organisation Development

This component included the Launch of the FUE Member Services Portal (MSP) during the 45th Annual General Meeting in March 2024 signifying a huge milestone in the digital transformation journey that commenced in 2020, providing an opportunity to promote the MSP amongst employers in addition to a practical demonstration of the various aspects of the portal for the benefit of the Employers fraternity.

A staff seminar was convened for the MSP core team to develop a mechanism for portal content development, like a strategy which will inform the who, what, and when of the FUE MSP content development process. FUE was deliberate with the maintenance process of the portal to facilitate smooth running of the application. We likewise ran three portal promotional outreach events to guide employers from different parts of the country on how the portal runs, assimilating live sessions of usability for them to have a practical customer experience. These engagements are significant building blocks in creating a digital footprint for FUE in the world of work as a key stakeholder on labour and employment matters.

Furthermore, we invested in brand visibility strategies through media engagement and procurement of promotional material distributed to all stakeholders. These initiatives have impressively amplified FUE's work on policy issues, labour related matters and decent work in a bid to enhance employer competitiveness at local and international level.

Therefore, the media engagements, publicity and branding initiatives facilitated FUE's visibility throughout 2024 including social media and online tools. The FUE Digitalisation core team designed a plan to increase the development of digital resources with over 403 hits to our ER/L resources corner contributing to our financial sustainability as an EO.

Gender Equality

In the corporate space, FUE's commitment to Gender Diversity in Uganda was heightened through the Female Future Leadership Program (FFP) aimed at building leadership capacity of women. The FFP 22nd and 23rd cohorts graduated at the 13th Annual Women Leadership Conference (AWLC). Our role in establishing the local alumni chapter through networking meetings and general meetings as well as engagement with peer coordinators from other FFP chapters in other countries has increased our capacity in providing strategic direction and influence to promote Gender Equality at national level.



The Regional Digitalisation Workshop

FUE hosted the EAC Regional Digitalisation workshop in Kampala with colleagues from other EOs including NHO, the Association of Tanzania Employers (ATE) and the Federation of Kenya Employers (FKE). The workshop was a learning experience and an opportunity to benchmark from other Employers' organisation on their various digitalisation journey to excel in the evolving labour market with oversight and consultation with NHO. Additionally, there was a business intelligence session aimed at increasing relevance and providing value to members affiliated to the Federation.



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SEXUAL REPRODUCTIVE HEALTH AND GENDER EQUALITY AT WORK



FUE with support from Danish Family Planning Association (DFPA) has been working with Employers to design programs to improve Sexual Reproductive Health Rights Policy and Services Environment in Uganda (PROMISE) for vulnerable women workers. In 2024, a number of policy, advocacy and capacity strengthening interventions were conducted among the tripartite partners and companies among which included;

Conducted 15 joint workplace inspections on Occupational Safety and Health (OSH), Violence and Harassment and Gender Equality within Albertine, Central and Elgon regions. The inspections focused on tracking compliance on a number of standards (OSH, affirmative actions, social dialogues, compliance to statutory provisions inclusive of SRHR/GE). The companies inspected included Bugambe Tea, Bwendero Dairy, Albertine Ltd, Butema Bricks, Cure Children's Hospital, Mbale Resort Hotel, Mt. Elgon Hotel, Britania Ltd, Engineering Solutions Ltd Afripads, Airtel, Lubaga Hospital, Ntake Bakery, Elgon Millers and Namekara Mining Ltd. The team recommended corrective actions to eliminate these issues.

Seven company-based trainings of peer educators (employees and out-growers) in Hoima were conducted in Bugambe Tea Estates, Bwendero Dairy, Albertine Ltd and Butema Brick factory, Wagagai Limited, Hotel Africana, Dott Services, Kakira Sugar in Gender Transformative Approach were reached. The focus of the training included: SRHR/GE and GTA principles (HRBA, Norms and values, working with men and boys, empowerment of women and girls and gender and diversity), stigma and discrimination and power dynamics.



FUE attended four regional advocacy conferences on SRHR/GE, business and human rights. These include;

- 1 The East Africa Adolescent and Young Sexual Reproductive Health and Rights (AYSRRH) in Mombasa organised by Reproductive Health Network Kenya (RHNK)
- 2 The Regional Gender Conference organised by Danish Industries (DI) and Global Compact Network Kenya
- 3 The Africa Business and Human Rights Forum where RHU and FUE shared Uganda experience implementing SRHR and inclusion in employment during side event organised by DFPA held in Nairobi in October
- 4 The International Human Rights Conference, Geneva attended by FUE. DFPA held partner regional conference in Uganda-Entebbe to discuss and share learnings on broader SRHR context.

Three workplaces were supported with implementation of policies on HIV and AIDS policies and roll-out of Zero HIV stigma guides including Tilda Uganda Ltd, Benedictine Hospital and Elgon Millers Ltd, Jesa Diary Limited and Rim Records etc. The Gender policy is being implemented by DOTT Services Ltd, Hotel Africana and Kaweri Coffee whereas the sexual harassment policy implemented by Bugambe Tea Estate.

A total of 2,256 (1,131 male and 1,125 female) employees, relatives and out growers from Bugambe tea, Bwendero, Albertine Ltd, Butema Bricks, Dott services Ltd and Wagagai Ltd were reached with SRHR/GE information through peer led discussions, counselling sessions and dialogues. The discussions included SRHR, GE and inclusion focusing on sexuality, components of reproductive health, GTA and related six related components, sexual harassment and safeguarding, complaint mechanisms, mental health and OSH practices).

FUE together with RHU trained six workplace committees (gender, grievance handling, OSH and Post Living Fighters - PLIF committees) on mental health, gender transformative approaches, gender and diversity, HRBA and due diligence concepts. Participants were from Bwendero (gender committee), Kakira Sugar (Men's Committee), Bugambe Tea (grievance handling and OSH committees), and Wagagai Ltd (PLIF committee), Hotel Africana (OSH & Welfare Committee), Summa Construction (OSH Committee) reaching 76 representatives. The committees enhanced their skills to address workers concerns and grievances including employment related counselling, SRHR and GE services provision hence promoting decent work to the most-at-risk women workers.

A total 130 committee members (Gender, OSH, SH, and Safeguarding) from workplaces of Bwendero, Bugambe, Butema bricks, Albertine Ltd, Kakira Sugar, Wagagai Limited, were trained by FUE and RHU.

The focus of the training was on SRHR, GTA and related components, human rights due diligence, women in leadership, workplace safety procedures, social mobilization, networking opportunities, sexual harassment, safeguarding and reporting procedures.

FUE produced and disseminated 2,550 SRHR and GE advocacy materials including: workplace guides on combating HIV related stigma and discrimination, mental health at workplace guide, fliers and posters on sexual harassment, exploitation and abuse at workplace and escalator flow chart (referral pathway) for violence and harassment at work adopted from DFPA.

FUE made input in nine (9) workplace policies/guidelines which included: 1) Workplace Guide on Combating HIV Related Stigma and Discrimination; 2) Employment Regulations on Violence and Harassment; 3) Labour Inspection Guidelines 2024; 4) Workplace HIV & AIDS and TB at the workplace; 5) Breast Feeding Regulations; 6) Disability and Inclusion; 7) Child Labour Bi-laws; 8) Mental Health at Work; 9) Male Engagement. Others included: 10: Uganda employment Act 2023 as amended; 11) Advocacy and communication strategy on C190; 12) Hoima revised labour inspection checklist; 13 Hoima district child protection ordinance endorsed to fight child labour in sugar plantations.



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ADVANCING DISABILITY INCLUSION IN UGANDA'S WORKFORCE

FUE's Response to the 2024 UBOS Census: Driving Inclusive Employment for Persons with Disabilities (PwDs)

FUE acknowledges the critical insights provided by the Uganda Bureau of Statistics (UBOS) National Population and Housing Census 2024, which reveals a significant population of PwDs in Uganda.

The data indicates PwDs aged five and above increased from 3,790,028 persons (equivalent 13.6%) in 2014 to 4,681,003 persons (equivalent to 12.4%) in 2024 underscoring the urgent need to address systemic barriers and promote inclusive employment practices.

FUE recognises the specific challenges faced by PwDs, particularly in regions like Buganda and Busoga, which report substantial numbers. In response to these findings, FUE is committed to:

- ✓ Utilising the census data to advocate for strengthened disability inclusion policies, ensuring workplaces are accessible and accommodating.
- ✓ Developing and delivering targeted training programs to member organisations on inclusive recruitment and workplace accommodations, informed by the census demographics.
- ✓ Strengthening partnerships with organisations supporting PwDs to create pathways to employment and mentorship opportunities.

FUE's Strategic Commitment to Disability Inclusion

Demonstrating its long-term commitment to disability inclusion, FUE has actively pursued strategic initiatives through policy engagement, capacity-building, research, and partnerships, as detailed below;

1. Policy Advocacy and Development

FUE has strategically engaged with key stakeholders, employers, government agencies, and disability rights organisations to advance disability-inclusive workplace policies. We have developed comprehensive guidelines for accessible and accommodating work environments and actively participated in national policy discussions, ensuring employment laws address the specific needs of persons with disabilities. Our advocacy is rooted in the belief that inclusive policies cultivate a diverse and resilient workforce, benefiting all.

2. Capacity Building and Training

Recognising awareness as a catalyst for change, FUE has conducted targeted workshops for HR professionals and managers. These sessions have transcended legal compliance, highlighting the tangible benefits of inclusive practices, such as enhanced teamwork and innovation. By sharing real-world success stories, we have demonstrated the valuable contributions of PwDs overcoming challenges and enriching workplace dynamics.

3. Strategic Collaborative Partnerships

FUE has forged impactful partnerships with key organisations NUDIPU, Sightsavers, and Challenges Uganda under the Ready for Inclusive and Sustainable Employment/Entrepreneurship project. This collaboration

has facilitated mentorship and employment programs for young graduates with disabilities, creating direct pathways to employment and fostering a network connecting employers with skilled individuals.

The cyber school extended an invitation to FUE to participate in its e-learning initiative, a program designed to equip young people aged 15-35 with essential 21st-century skills for successful workforce transition. Notably, this initiative incorporates inclusive design, providing young people with disabilities access to specialized devices, such as computers and hearing aids, ensuring equitable participation.

These partnerships are pivotal in empowering young people with disabilities to access meaningful employment opportunities.

4. The WRISE Project

The Work Readiness for Inclusive and Sustainable Enterprise (WRISE) project, a strategic partnership between FUE and Enabel, is designed to promote inclusive employment opportunities. FUE is dedicated to upholding the principle of non-discrimination, ensuring young graduates with disabilities are actively considered and placed equitably with employers.

5. The Uganda Business and Disability Network (UBDN)

FUE proudly hosts the Uganda Business and Disability Network, a strategic alliance for the private sector dedicated to fostering inclusive workplaces. As our membership expands, so does our collective influence. We encourage your organisation to join this complimentary network and leverage our combined strength to advance disability inclusion.

For inquiries and to become a member, contact info@fuemployer.org or 0392777410.

Strategic Vision and Future Initiatives:

Moving forward, FUE remains steadfast in its commitment to disability inclusion. We will expand our training and sensitization initiatives, deepen our research to address evolving challenges, and strengthen our collaborations with local communities. Our strategic goal is to create an inclusive employment landscape where the voices and contributions of persons with disabilities are fully recognised and valued.

The resilience demonstrated by persons with disabilities underscores the importance of our mission. By championing inclusive policies, FUE is not only preparing for future challenges but also building a foundation for a more equitable and prosperous Uganda. We are committed to fostering a diverse, dynamic, and compassionate workforce, where every individual has the opportunity to thrive.



Join the Uganda Business and Disability Network

Gain access to a network of Employers promoting disability inclusion at the workplace.

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OCCUPATIONAL SAFETY AND HEALTH AT THE WORKPLACE



FUE's Contribution to World Day for Safety and Health at Work 2024 and Recognition of Member Excellence

The World Day for Safety and Health at Work, observed annually on April 28th, underscores the global importance of workplace safety and health. In 2024, Uganda, led by the Ministry of Gender, Labour and Social Development (MGLSD) commemorated this day under the theme: 'Impacts of Climate Change on Occupational Safety and Health - Developing Uganda's Response.'

FUE played a crucial role in these activities, representing the employer perspective during the assessment process. Our active participation demonstrates a commitment to fostering a culture of workplace safety and health as well as the dedication to recognising and encouraging best practices within Ugandan businesses.

A significant highlight of the commemoration event was the second annual Occupational Safety and Health (OSH) Awards, held in Mbale City to promote OSH standards across Uganda and showcase best practices. These awards recognised companies in the Bugisu sub-region for their exemplary OSH practices identified through workplace assessments conducted by a team of employers, workers and government representatives.

We are proud to announce that two FUE members specifically Mbale Resort Hotel and Mt. Elgon Hotel and Spa Limited were among the award recipients alongside Cure International Children's Hospital of Uganda. This recognition highlights the exemplary OSH standards upheld by our members and reinforces our collective commitment to creating safe and healthy workplaces.

Industrial Park Inspections: Enhancing Workplace Conditions Through Collaborative Action

MGLSD in partnership with social partners representing employers and workers conducted comprehensive inspections of industrial parks across Uganda, including Namanve, Luzira and Mbale. These inspections guided by a standardised checklist facilitated collaborative engagement with numerous employers.

These inspections identified key areas requiring intervention from the tripartite partners to improve working conditions within these industrial parks. As the premier voice of Employers, FUE committed to providing targeted support to address the identified gaps.

Specifically, FUE has undertaken the following initiatives;

- ✓ **Workplace Registration Support:** Assisting employers in registering their workplaces to ensure compliance with legal requirements.
- ✓ **Workplace OSH Audits:** Conducting thorough audits to assess and improve workplace conditions.
- ✓ **Policy Review:** Reviewing and providing guidance on workplace policies to align with best practices and legal standards.
- ✓ **OSH Sensitisations:** Delivering OSH sensitisation programs to promote a safe and healthy work environment.

These actions highlight FUE's dedication to fostering improved working conditions and ensuring compliance within Uganda's industrial parks.



Promoting Compliance with Relevant Laws: Fostering a Culture of Legal Adherence and Best Practices

We recognise that adherence to the Occupational Safety and Health (OSH) Act and other pertinent legal frameworks is fundamental to creating a safe, equitable and productive business environment in Uganda. Therefore, FUE has been instrumental in providing comprehensive support to employers enabling them to meet their legal obligations in addition to embracing and implementing industry best practices.

Our approach to promoting compliance is multifaceted incorporating;

- **Workshops and Seminars:** FUE conducts regular workshops and seminars providing in-depth guidance on legal requirements, compliance strategies and the practical application of best practices. These sessions are designed to equip employers with the knowledge and tools necessary to navigate the complexities of Ugandan labor law.
- **Individualised Consultations and Audits:** Due to the fact that each business has unique needs, FUE offers personalised consultations and workplace audits. These services allow us to identify specific areas of non-compliance and provide tailored recommendations for improvement.
- **Policy Development and Review:** FUE assists employers in developing and reviewing their workplace policies to ensure alignment with legal standards and best practices. This proactive approach helps businesses mitigate risks and foster a culture of compliance.
- **Dissemination of Legal Updates and Resources:** FUE actively disseminates updates on changes in legislation and provides access to relevant resources, ensuring employers stay informed and up-to-date.
- **Advocacy and Representation:** FUE represents employers' interests in policy discussions and engages with government agencies to advocate for a balanced and effective regulatory environment.

- **OSH Sensitisation Programs:** FUE provides OSH sensitisation programs to employers in order to prevent work related injuries and accidents.

FUE contributes to a more stable, predictable, and responsible business landscape in Uganda by empowering employers to understand and implement legal requirements and best practices.

This safeguards the well-being of employees in order to enhance the overall competitiveness and sustainability of organisations.

Strengthening Occupational Safety and Health Committees through TASO Funding

Through funding provided by TASO, FUE undertook nationwide workplace inspections to bolster the capacity of OSH committees. This initiative focused on implementing proactive measures to safeguard employee health, mitigate disease transmission and enhance workplace conditions.

Stakeholder Input: FUE's Role in OSH Act Amendment

As part of the ongoing legislative review, the OSH Act is undergoing amendment. The Federation of Uganda Employers (FUE) was invited to provide expert input during this crucial process, ensuring that the revised Act reflects the practical needs and perspectives of employers.

A Call to Action

Employers are encouraged to recognise mental health as a key occupational hazard, incorporate the OSH policy in HR manuals, and conduct pre-employment and exit medical examinations for high-risk workplaces like the extractive industry. FUE remains keen to support Employers in promoting safety and health at the workplace.



FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST DECEMBER, 2024

Statement of Comprehensive Income for the Year Ended 31st December, 2024

		2024	2023
	Notes	Ushs'000'	Ushs'000'
Income	2		
Subscriptions		625,263	586,291
Programs		1,008,161	1,554,435
Projects		1,306,126	1,080,916
Other Income		56,075	81,719
Total Revenue		2,995,625	3,303,361
Expenditures			
Project Costs			
NHO		256,358	432,755
DFPA		163,196	152,254
DI		154,301	292,652
ILO expenses/ child labour		237,751	155,556
PSFU expenses		52,583	-
ENABLE		42,228	-
NOREC		52,759	-
Total Expenses		959,176	1,033,217
Recurrent Costs			
Employment Relations and Legal Costs		28,099	25,378
Administrative Expenses		1,565,390	1,305,159
Marketing Membership Expenses		72,783	113,056
HR Training and Consultancy		265,959	447,126
Policy and Research Expenses		133,415	125,384
Female Future Programs		282,977	319,614
Supportive TVET Industry Partnership		-	7,372
Total Expenditure		3,307,799	3,376,307
Tax credit/ (charge)		-	-
Total Comprehensive (loss) / income		(312,174)	(72,946)

The accounting policies and notes to the financial statements on pages 12-25 form an integral part of the financial statements.

Report of the independent auditors - page 5 - 7

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST DECEMBER, 2024

Statement of Financial Position as of 31st December, 2024

		2024	2023
	Notes	Ushs'000'	Ushs'000'
Assets			
Non-Current Assets:			
Property, Plant and Equipment	2	848,072	869,813
		848,072	869,813
Current Assets:			
Prepayments		582	545
Accounts Receivables	3	447,600	368,519
Cash and Cash Equivalents	4	1,903,497	51,654
		2,351,679	420,718
Total Assets		3,199,751	1,290,531
Equity and Liabilities			
Equity:			
Capital Fund		419,470	444,861
Revaluation Reserves		279,168	279,168
Accumulated losses		(235,587)	88,797
		463,051	812,826
Non-Current Liabilities:			
Provision for Gratuity		1,710	4,808
		1,710	4,808
Current Liabilities:			
Trade and other Payables	5	819,168	398,085
Deferred Income		1,915,822	74,812
		2,734,990	472,897
Total Equity and Liabilities		3,199,751	1,290,531

The Financial Statements on pages 8 to 20 were approved for issue by the Governing Council on **20th March 2025** and were signed on it's behalf by;



Dr Eng. Silver Mugisha
Chairperson
FUE - Governing Council

Date: 20/3/2025



Douglas Opio
Chief Executive Officer
Federation of Uganda Employers (FUE)

Date: 20/3/2025

Federation of Uganda Employers Members - 2024

No.	Federation of Uganda Employers Members - 2024			Membership Numbers	
1	4ward Development East Africa	21001	49	Aqua Coolers Ltd	16015
2	AAR Health Services (U) Ltd	99004	50	Aramex Uganda Ltd	22004
3	Abacus Parental Drugs	11001	51	Asa Microfinance Uganda Ltd	21007
4	Abacus Pharma	99005	52	Asili Agriculture	24022
5	ABB Uganda	99006	53	Atlas Industries Ltd	22034
6	aBi Development Ltd	14001	54	Aurum Roses Ltd	99027
7	ABSA Bank Uganda	99007	55	AVSI Foundation	19005
8	Abyssinia Iron & Steel (U) Ltd	23001	56	Balton Uganda Limited	15001
9	ACCA Uganda Ltd	11002	57	Banana Industrial Research & Dev't Centre	23016
10	Acholi Child & Family Programme	19040	58	Bank of Africa	23029
11	Aclaim Africa Limited	13001	59	Bank of Baroda (U) Ltd	99028
12	Acord (Hasap)	99008	60	Banyankole Kweterana Cooperative Union Limited	99029
13	Action Against Hunger	22016	61	Basco Products (U) Ltd	20012
14	ADD International	19013	62	Basic Needs	99030
15	Adrong Enterprizes	23004	63	Battery Masters (U) Ltd	99031
16	Africa Broadcasting Ug Ltd (NTV)	99009	64	Baylor College of Medicine Children's Foundation - Uganda	15019
17	Africa Polysack Industries Limited	18001	65	Belgian Development Agency-ENABEL	23013
18	African Agro Industries (U) Ltd	99010	66	Benedictine Eye Hospital	99032
19	African College Of Commerce and Technology	99011	67	Berger Paints (U) Ltd	99033
20	African International Christian Ministry	99012	68	Bestever Paper Industries Ltd	22003
21	Afripads (U) Ltd	22027	69	Bethesda Hospital Soroti Ltd	24021
22	Afroplast Enterprises Ltd	14002	70	Bidco Uganda Ltd	99034
23	Afros & Mo	19030	71	Biocore Uganda Ltd	19027
24	Aga Khan Foundation Services	99013	72	Bioversity International	99035
25	Aga Khan University	23005	73	Bishop Barham University	21016
26	Agakhan Education Services	99014	74	Bishop Stuart University	14004
27	Aggreko International Power Projects	99015	75	Biyinzika Poultry International Ltd	99036
28	AIDS Health Care Foundation - Uganda Cares	15017	76	Blowplast (U) Ltd	22002
29	Aids Information Center	24025	77	BM Technical Services Ltd	19036
30	AIDS Information Center - Uganda	99016	78	Bollore Africa Logistics (U) Ltd	99037
31	Airtel Uganda Ltd	99017	79	Brac Uganda Bank Ltd	19025
32	Alam Group Ltd	99018	80	Brac Uganda Limited	22029
33	Alarm Protection Services Ltd	99019	81	Brentec Investment Limited	18004
34	Alert Guards & Security Systems Ltd	99020	82	Brick by Brick Uganda	20017
35	Alinda Guest House	99021	83	Brighter Monday Uganda Ltd	21017
36	All Nations Christian Care	99022	84	Britam Insurance Ltd	13005
37	All Round Consult Uganda Ltd	13003	85	British American Tobacco (U) Ltd	99038
38	All Saints University - Lango	19012	86	British Broadcasting Corporation Ltd	22012
39	Alliance Africa General Insurance Ltd	20022	87	British Council	99039
40	Ambrosoli Wonders (U) Ltd	99023	88	Brookside Diary Uganda Limited	99040
41	America Tower Corporation (ATC) Uganda	99024	89	Brussels Airlines	12013
42	Amnesty International Uganda	99025	90	Buganda Land Board	16024
43	Amos Diaries Limited	22023	91	Bugisu Cooperative Union Ltd	99041
44	Amref Health Africa	13004	92	Bujagali Energy Limited	23026
45	Anca Biotech Limited	21008	93	Burhani Engineering & Cylinder Manufacturing Industry (U) Ltd	20025
46	Andela Uganda Limited	18003	94	Bushikori Christian Centre	11003
47	APA Insurance (U) Ltd	24026	95	Busia Area Communities Federation	18005
48	A-Plus Funeral Management	15018			

96	Busoga International Polytechnic (BIP)	24001	148	Diary Development Authority	99069
97	Bwendero Dairy Farm (U) Ltd	16008	149	Directorate of Industrial Training	19010
98	Cable Corporation Ltd	99042	150	Doctors with Africa Cuamm	99070
99	Camusat Uganda Limited	18006	151	Doho Rice Scheme Farmers Association	99071
100	Care International Uganda	99043	152	Doshi Hardware (U) Ltd	23002
101	Cascade Industries Limited	19028	153	Dummen Orange	99072
102	Case Medcare Limited	20020	154	Dunavant (U) Ltd	99073
103	Casements (A) Ltd	99044	155	East African Basic Foods Ltd	15004
104	Cavendish University	22024	156	East African General Insurance Company Ltd	99074
105	C-Care Uganda	24012	157	East African Medical Vitals	24016
106	Celak Vocational College	99045	158	East African Ministries	19017
107	Centenary Rural Development Bank Limited	99046	159	Eco Shelter and Environmental Consultants	13009
108	Central Purchasing Company	99047	160	Edukans Education Services	24013
109	Cephas Inn Hotel Ltd	99049	161	EFC Uganda Ltd	16007
110	CEVA Interfreight Uganda Limited	22009	162	Electoral Commision	99075
111	CFAO Motors Uganda	99050	163	Electricity Regulatory Authority	99076
112	Cheshire Services Uganda	19009	164	Eleglance Finance Ltd	19033
113	Child Justice Initiative	99051	165	Elimination of Child Labour in Tobacco	20011
114	Child Restoration Outreach-Uganda	23021	166	Emirates Airlines	11007
115	Child Voice International	20024	167	Endeavour Africa (U) Ltd	99077
116	Childfund International Uganda	99052	168	Engineering Solutions (U) Ltd	18008
117	Chloride Exide Uganda Ltd	22013	169	Epsilon Uganda Ltd	14008
118	Christian Child Care Programme	11004	170	Equity Bank Uganda Ltd	19007
119	CIC General Insurance	20014	171	Ericsson AB Uganda	99079
120	Cipla Quality Chemical Industries Ltd	99053	172	Escape Village Ltd	24031
121	Circuit Power (U) Ltd	99054	173	Esco Uganda Limited	11008
122	Citi Bank (U) Ltd	99055	174	Eskom Uganda Limited	99080
123	Clean Plus Professional Services Ltd	16013	175	ESL East Africa Limited	18009
124	CNOOC Uganda Ltd	21018	176	Eureka Place Hotel	99081
125	Coca-Cola Beverages Uganda Ltd	99048	177	Euroflex Ltd	99082
126	Community Effort For Child Empowerment	19034	178	Evergreen Wood Industries Ltd	99083
127	Cooper Motors Corporation Ltd	99056	179	Evidence Action	21002
128	CORSU Hospital	11006	180	Excel Construction Co Ltd	99084
129	Country Inn Masindi	99057	181	Exim Bank (U) Ltd	18010
130	Crane Crafts and Engravers Ltd	99058	182	Export Trading Company	23024
131	Creamland High School Kabale	99059	183	Exquisite Solution Ltd	13010
132	Crest Foam Ltd	99060	184	Farm Africa Uganda	99085
133	Crestank Ltd	99061	185	FBW Uganda Ltd	14009
134	Crown Beverages Ltd	99062	186	Feed The Children	99086
135	Crown Building & Products Ltd	99063	187	Fenix International Uganda Limited	24014
136	Crown Converters Ltd	99064	188	Finance Trust Bank	18011
137	Cyber School Technology Solutions Ltd	23006	189	Financial Sector Deepening Uganda	15005
138	Dar Agro Processing (U) Ltd	12002	190	Finca Uganda Ltd	99087
139	Dar Al-Handasah Consultants	24010	191	Fine Spinners Uganda Ltd	16012
140	Dara Christian High School	99065	192	Fin-Hum Solutions Ltd	99088
141	Das Handling Ltd	18007	193	Finn Church Aid	21014
142	Davis & Shirliff (Intl) Ltd	99066	194	Finnish Refugee Council	19001
143	Deloitte (U) Ltd	16001	195	Fire And Safety Appliances Ltd	16009
144	Desire Beauty Products Ltd	15010	196	First Insurance Company Ltd	11009
145	DFCU Bank	99067	197	FIT Uganda Ltd	99089
146	DHL International Uganda Limited	99068	198	Footsteps Furniture Company Limited	19003
147	DHL Supply Chain International Ltd	24029	199	Fort Mortel	16019

FUE MEMBERS

200	Foundation For International Community Association (U) Ltd	99090	252	Igloo Food Industries Ltd	99112
201	Foundation for Urban and Rural Advancement	13036	253	Infectious Disease Institute	18014
202	Foundation Leads Ltd	21021	254	Infectious Disease Research Collaboration	19044
203	Fourth Generation Capital Uganda	23025	255	Inland Transmission Services	99113
204	Fresh Handling Ltd	99091	256	Innovis Telecom Services International	13013
205	Friendship Container Manufacturers Ltd	11010	257	Insieme Si Pou	23027
206	Fuzu Services Limited	18012	258	Insight Management (U) Ltd	15009
207	G -Tech Ltd	22007	259	Institute of Certified Public Accountants of Uganda (ICPAU)	14012
208	G4S Secure Solutions (U) Ltd	99092	260	Institute of Management Science and Technology	99114
209	GA Insurance Uganda Ltd	22031	261	Insurance Regulatory Authority	13015
210	Galaxy International School Uganda	16020	262	Insurance Training College	23018
211	General Machinery Ltd	99093	263	Integrated YMR Partnership	99115
212	General Moulding (U) Ltd	99094	264	Inter Aid Uganda Ltd	14013
213	Global Alliance For Improved Nutrition	24005	265	International Employment Linkages Uganda Ltd	99116
214	Globe Trotters Ltd	99095	266	International Hospital Kampala	99117
215	Glory Summit Hotel	99096	267	International Institute of Tropical Agriculture	20006
216	Goal Fund Financial Services	15006	268	International Justice Mission	19015
217	Golden Tulip Canaan Kampala	19041	269	International Potato Centre	12001
218	Goldstar Insurance Company Ltd	15014	270	International Rescue Committee	99118
219	Golf Course Hotel	11011	271	International School of Uganda	15021
220	Gomba Fishing Industries Ltd	99097	272	Ipsos Ltd	15020
221	Grant Thornton Management Ltd	23015	273	iSON BPO	99119
222	Graphic Systems (U) Ltd	99098	274	Jade E Services T.A Jumia	19018
223	Greenhill Academy	16017	275	Jim Roberts & Associates	99120
224	GreenLight Planet (U) Ltd	23008	276	Jinja Area Federation of Communities	19043
225	Guardian Services Ltd	14010	277	Jinja Nile Resort	99121
226	Gulu Youth Development Association	11013	278	JobConnect Ltd	99122
227	Guru Nanak Oil Mills (U) Ltd	99099	279	Joint Clinical Research Centre	11014
228	Haandi Restaurant (U) Ltd	99100	280	Joint Medical Stores	99123
229	Habitat for Humanity Uganda	15027	281	JP Cuttings	99124
230	Haifa City Traders	99156	282	Jua-Kali Federation Of Uganda	99125
231	Ham Property Services and Management Ltd	19038	283	Jubilee Insurance Company Ltd	99126
232	Handicap International Federation	18013	284	Jubilee Life Insurance	20019
233	Hariss International Ltd	99101	285	Jumbo Roses	99127
234	Hawa Pharmaceuticals Ltd	99102	286	Kabale Trinity College	99128
235	Health Promotion International	24015	287	Kabale Universal Primary School	99129
236	Heritage Coffee Company Ltd	99103	288	Kabale University	99130
237	Higher Education Students Financing Board	99104	289	Kagando Hospital	13040
238	Hilltop View Hotel	22035	290	Kakira Sugar Limited	60001
239	Hima Cement Ltd	99105	291	Kalangala Infrastructure Services Ltd	13016
240	Hi-Tech Metal Industries Ltd	13011	292	Kampala Area Federation of Communities	19032
241	HMH - Kuku (U) Ltd	99106	293	Kampala Associated Advocates	23007
242	Hospice Africa Uganda	16003	294	Kampala Pharmaceuticals Limited	99131
243	Hotel Africana Ltd	99107	295	Kampala Serena Hotel	99132
244	Hotel Classic Mbarara	99108	296	Kasese Cobalt Company Ltd	99133
245	Hotel Triangle 2002 Ltd	99109	297	Kasese Nail & Wood Industries Ltd	99134
246	Hotel Victory Bijja	99110	298	Katumba Furniture & Construction Co Ltd	99135
247	Housing Finance Bank	99111	299	Kawacom (U) Ltd	19016
248	Ibero Uganda Ltd	13012	300	Kaweri Coffee Plantation Ltd	99136
249	ICAP in Uganda	22005	301	Kayonza Growers Tea Factory	99137
250	ICCO Cooperation Uganda	19042	302	Keltron Development Services Ltd	18015
251	Igara Growers Tea Factory Ltd	20010	303	Kenafic Development Limited	20018

304	Kenfreight Uganda Ltd	99138	356	Marianum Press Ltd	99163
305	Kengrow Industries Ltd	99139	357	Marie Stopes Limited	24008
306	Kenya Commercial Bank (U) Ltd	99140	358	Marie Stopes Uganda	99164
307	Kibimba Ltd	99275	359	Marifa Investment Ltd	22033
308	Kigezi Healthcare Foundation	99141	360	Marine & Agro Export Processing Ltd (Igloo)	99165
309	Kijani Forestry Co. Ltd	23012	361	Masindi Child Development Federation	99166
310	Kilembe Investments Ltd	60002	362	Master Grain Millers Ltd	14018
311	Kilembe Mines Ltd	99142	363	Master Industries (U) Ltd	13021
312	Kinyara Sugar Works Ltd	99143	364	Mavid Pharmaceuticals Ltd	99167
313	KK Security (U) Ltd	13018	365	Mayanja Memorial Training Institute	99168
314	Kkatt Consult Ltd	18016	366	Mayondo Engineering Works (U) Ltd	19022
315	Kool Kangaroo	13019	367	Mayuge Sugar Limited	20021
316	KTM Stationers Ltd	99144	368	Mbale Area Federation Of Communities	99169
317	Kuehne+Nagel	14016	369	Mbale Clinical Research Institute	20001
318	Kyagalanyi Coffee Ltd	99145	370	Mbale Comprehensive High School	99170
319	Kyambogo University	99146	371	Mbale Delicious Bakers Ltd	19029
320	Lake Victoria Hotel	99147	372	Mbale Progressive School	99171
321	Lakeview Resort Hotel	99148	373	Mbale Resort Hotel Ltd	99172
322	Lango Child and Community Development Federation	99149	374	Mbarara University of Science and Technology	99173
323	Leaf Tobacco and Commodities (U) Ltd	99150	375	Mcleod Russel Ltd	99174
324	Letshego (U) Ltd	18017	376	Medical Research Council	18021
325	Liberty General (East African Underwriters Ltd)	18018	377	Medical Teams International	20003
326	Liberty ICD Limited	99151	378	Medipoint Industries Ltd	19006
327	Lifelink Hospital	18019	379	Medlink	99175
328	Lifewater International	20008	380	Megha Industries Ltd	16023
329	Light for the World	20023	381	Mengo Hospital	15022
330	Ligopedia Advocates	24007	382	Menzies Aviation Uganda (MAU)	99078
331	Liquid Telecom Uganda	20015	383	Mercantile Credit Bank Limited	20027
332	Lira Intergrated School	99152	384	Meridian Tobacco Company Ltd	19014
333	Literacy and Adult Basic Education (LABE)	99153	385	Metl Group Ltd	18022
334	Living Goods	19004	386	Metro Plastics (U) Ltd	99176
335	Living Water International	18020	387	Microcare Health Ltd	99177
336	London Distillers (U) Ltd	12024	388	Mildmay Uganda Hospital	22021
337	Lubaga Hospital	20026	389	Minet (U) Ltd	99178
338	Luigi Giussani Foundation (LGF)	24006	390	Ministers Village Hotel	12009
339	Luuka Plastics Ltd	99154	391	MM Integrated Steel Ltd	14019
340	Lwi Uganda	99155	392	Model Graphics	22017
341	M & E Associates	99157	393	Mogas Uganda	16005
342	M/S Sempasa Luwanga Muwemba & Co. Advocates	21013	394	Monitor Publications Limited	99179
343	Madhvani Group Ltd - Steel Division	13020	395	Mota-Engil Africa	14020
344	Madhvani Group Ltd	99158	396	Motor Care Uganda Ltd	99180
345	Mairye Estates Ltd	11015	397	Mount Meru Millers (U) Ltd	99181
346	Majid Al Futtaim Hypermarket Uganda Ltd	19002	398	Mountains of the Moon University	14021
347	Makerere University Business School	16025	399	Movit Products Ltd	15013
348	Makerere University Walter Reed Program	16006	400	Mpanga Growers Tea Factory Ltd	99182
349	Makss Packaging Industries Ltd	11016	401	MPK Graphics Ltd	15016
350	Malaria Consortium Africa	99159	402	MS Uganda	99183
351	Manafwa High School	99160	403	Mt. Elgon Agroforestry Communities Cooperative Enterprise Ltd	24023
352	Mango Tree Education Enterprise Ltd	99161	404	Mt. Elgon Hospital Ltd	12010
353	Manson (U) Ltd	99162	405	Mt. Elgon Hotel & Spa Ltd	24018
354	Mantrac (U) Ltd	19024	406	MTN Uganda	99184
355	Marasa Holdings Ltd	22025	407	Mukono Bookshop Printing & Publishing Company Ltd	12003

FUE MEMBERS

408	Mukwano Group of Companies	99185	460	Packaging Products (U) Ltd	99217
409	Multichoice Uganda	14022	461	Parapet Cleaning Services	14026
410	Multitech Business School	60003	462	Parliament of the Republic of Uganda	99218
411	National Agricultural Research Organisation	18023	463	Partners for Children Worldwide	14027
412	National Drug Authority	99189	464	Pax Insurance Company Ltd	22026
413	National Environment Management Authority	19020	465	Pearl Dairy Farms	22022
414	National Forestry Authority	99190	466	Pearl Engineering Company Ltd	99219
415	National Housing & Construction Co. Ltd	99191	467	PEAS Uganda Limited	22018
416	National Identification and Registration Authority (NIRA)	22019	468	People Performance Group	14028
417	National Information Technology Authority - Uganda	14024	469	Petro Uganda Ltd	99220
418	National Medical Stores	99192	470	Petroleum Authority of Uganda	19037
419	National Planning Authority	23030	471	Plan International Uganda	99221
420	National Social Security Fund	99193	472	Platform for Labour Action	13027
421	National Union of Disabled Persons in Uganda	99194	473	Platinum Credit Uganda Ltd	24004
422	National Union of Women With Disabilities of Uganda	99195	474	Polyfibre (U) Ltd	12018
423	National Water and Sewerage Corporation	99196	475	Population Services International	21003
424	New Court View Hotel	11020	476	Posta Uganda	99222
425	New Frontiers Technology Consult (NFT)	99197	477	Premier Packaging (U) Ltd	99223
426	New Plan Ltd	99198	478	Prestige Auto Holdings Ltd	12027
427	New Vision Printing & Publishing Company Ltd	99199	479	Price Waterhouse Coopers	99224
428	Newrest Uganda Inflight Services	99200	480	Pride Microfinance Ltd	14029
429	Nexus Green	22032	481	Prime Hotel Ltd	13028
430	NFL Systems Ltd	99201	482	Prime Impex 2001 Ltd	99225
431	Nic Holdings	99202	483	Prime Vocational Institute	23023
432	Nice House of Plastics	19035	484	Programme For Accessible Health Communication And Education (PACE)	14025
433	Nikiwa Products Ltd	13023	485	Q - Sourcing	13029
434	Nile Agro Industries	99203	486	Q Fm Radio	14030
435	Nile Breweries Ltd	99204	487	Qatar Airways	12021
436	Nile Hotel Jinja	13025	488	Quality Management Services Ltd	99227
437	Nile Plywood (U) Ltd	99205	489	Quality Plastics (U) Ltd	13030
438	Nile Vocational Insitute	99206	490	Reach A Hand Uganda	24009
439	Nilus Group Ltd	23009	491	Reach Out Mbuya Parish HIV/AIDS Initiative	99229
440	Nina Interiors Ltd	15015	492	Reasonant Contractors Ltd	16004
441	Nissi Farm Enterprises Ltd	99207	493	Reco Industries Ltd	99230
442	Nokia Solutions and Network Operations	13022	494	Regal Paints (U) Ltd	15008
443	Norbrook Uganda Ltd	16010	495	Regus Uganda Management Ltd	99231
444	Norplan (U) Ltd	99208	496	Rene Industries Ltd	99232
445	North East Chilli Producers Association	99209	497	Renofin Ltd	99233
446	Norvik Group of Companies	99210	498	Reproductive Health Uganda	99234
447	Nsambya Hospital	99211	499	Restless Development Uganda	12005
448	Ntake Group of Companies	99212	500	Revoline Lubricants (U) Ltd	99235
449	Nuvita	99213	501	Riley Packaging (U) Ltd	22010
450	Nyakatonzi Growers Union	99214	502	RimRecords Limited	23019
451	Nyenga Childrens Home	12007	503	Rock Mambo FM	99236
452	Nzirambi Orphans Talent Development Center (NOTDEC UGANDA)	24003	504	Roke Telecom	16011
453	Office of the Prime Minister	22015	505	Roko Construction Ltd	99237
454	Oil Palm Uganda Ltd	16014	506	Roof Clad Ltd	99238
455	Opaco Logistics (U) Ltd	21006	507	Roofings Ltd	99239
456	Opportunity Bank (U) Ltd	99215	508	Roofings Rolling Mills Ltd	19031
457	Orbit Healthcare Services (U) P.A Ltd	99216	509	Rosebud Ltd	99240
458	Organisation for Community Action	18024	510	Royal Van Zanten Uganda	99241
459	Oxfam Uganda	16021	511	Ruby Medical Center	99242

512	Rwenzori Bottling Company Ltd	99243	565	Stone Concrete Ltd	99266
513	Rwenzori Commodities Ltd	99244	566	Stromme Foundation	15024
514	Rwenzori International Hotel Ltd	99245	567	Strongminds Uganda	21005
515	Rwenzori Rare Metals	22020	568	Sugar Corporation of Uganda Ltd	99267
516	Rwenzori Travellers Hotel	99246	569	Swivel Marketing (U) Ltd	12011
517	SafeBoda	21009	570	Tarpo Industries (U) Ltd	99268
518	Salem Brotherhood Uganda	11023	571	TATA Uganda Ltd	21019
519	Sauti + Media Hub	24002	572	Telchoice Ltd	99269
520	Save For Health Uganda	12026	573	Tembo Steels (U) Ltd	23028
521	Save the Children International	99247	574	Terrain Plant Ltd	99270
522	Sawa General Engineering Company Ltd	20013	575	The AIDS Support Organisation	99271
523	SCC-VI Agro Forestry	99248	576	The Hunger Project	21010
524	SCD Darling (U) Ltd	99249	577	The ISIS Foundation Uganda	14034
525	Sebuuma & Associates Certified Public Accountants	24027	578	The New Forest Company	11027
526	Securex Agencies Ltd	14032	579	The Private Education Development Network	99272
527	Security Group (U) Ltd	99250	580	The Uganda Association Of Women Lawyers (FIDA)	99273
528	Security Link (U) Ltd	19039	581	The Water Trust Limited	25001
529	Seed Effect Uganda Ltd	20007	582	Thread Media Solutions Ltd	15011
530	Sembabule District Farmers Association	18025	583	Threeways Shipping Services (Gp) Ltd	99274
531	Seret Grains Uganda Limited	24020	584	Tight Security Ltd	60004
532	Services & Computer Industries Ltd	18026	585	Tilton Investments (U) Ltd	15026
533	Shangrila Hotel	99251	586	Tinkr As	18028
534	Sheraton Kampala Hotel	99252	587	Toro Mityana Tea Co Ltd	99276
535	Shumuk Aluminium Industries Ltd	13031	588	Tororo Cement Ltd	99277
536	Sightsavers International	18036	589	Total Uganda Ltd	99278
537	Sigma Knitting Industries Ltd	99253	590	Tracker Uganda	99279
538	Signum Advocates	19023	591	Transafrica Assurance Company Ltd	13034
539	Silver Back Hotel	23020	592	Transeast (U) Ltd	21020
540	Simlaw Seeds Company	13032	593	Transtrac Ltd	99280
541	Skenya Motors Uganda Limited	18027	594	Triune Consult (U) Ltd	22008
542	Skynet (U) Ltd	11025	595	Tropical Heat (U) Ltd	11028
543	Smart Applications International	21012	596	True North Consults Ltd	99282
544	Soft Engine	99254	597	Tuj & Associates	23010
545	Sogea Satom Uganda	15023	598	Tujijenge Financial Services	99283
546	Solar Energy (U) Ltd	99255	599	UAP - Old Mutual	13037
547	Soroti Fruits Factory Limited	20004	600	Ubora Specialty Crops Ltd	24017
548	SOS Children's Village	21004	601	Ugachick Poultry Breeders Ltd	20016
549	Southern Range Nyanza Ltd	99256	602	UGAFODE Microfinance Ltd	14035
550	Spa Packaging Ltd	99257	603	Uganda Aluminium Ltd	99284
551	Spear Motors Ltd	99258	604	Uganda Association of External Recruitment Agencies Ltd	19026
552	Specialised Technical Services Ltd	16002	605	Uganda Baati Ltd	99285
553	Speke Hotel (1996) Ltd	99259	606	Uganda Bankers Association	99286
554	Spina Bifida & Hydrocephalus	23003	607	Uganda Bata Shoe Company	99287
555	Spouts of Water Ltd	23014	608	Uganda Bookshop	99288
556	St Kizito's Technical Institute	22001	609	Uganda Breweries Ltd	99289
557	St. Christian Graphics	99260	610	Uganda Builders & Clients Association	99290
558	St. Lira Hotel Ltd	99261	611	Uganda Bureau of Statistics	14036
559	Stanbic Bank Uganda Ltd	99262	612	Uganda Business and Technical Examinations Board	20009
560	Standard Chartered Bank	99263	613	Uganda Christian University	16016
561	Star DTV Uganda Company Ltd	13033	614	Uganda Civil Aviation Authority	99291
562	Statewide Insurance Company Ltd	99264	615	Uganda Clays Ltd	99292
563	Steel and Tube Industries Ltd	12032	616	Uganda Coffee Development Authority	99293
564	Steel Works Ltd	99265			

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620	Uganda Crafts 2000 Ltd	99297	672	Union Logistics (U) Ltd	99334
621	Uganda Development Bank	99298	673	Universal Technology and Management University	24028
622	Uganda Development Corporation	24019	674	UVRI-IAVI HIV Vaccine Programme Limited	18031
623	Uganda Disabled Women's Association	99299	675	Uzima Ministries	24030
624	Uganda Ecumenical Church Loan Fund	20005	676	Venus Farms Ltd	99336
625	Uganda Electricity Generation Company Ltd	99300	677	Victoria Medical Centre Ltd	99337
626	Uganda Electricity Transmission Company Ltd	99301	678	Victoria Motors Ltd	99338
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628	Uganda Fishnet Manufacturers Ltd	99303	680	Virina Garden Hotel Ltd	99339
629	Uganda Flower Exporters Association	99304	681	Vitaform (U) Ltd	99340
630	Uganda Health Marketing Group	99305	682	Viva Con Aqua Uganda Ltd	23022
631	Uganda Heavy Duty & Farming Equipment Ltd	99306	683	Vivo Energy Uganda	99341
632	Uganda Inflight Services Ltd	99308	684	Voice of Kigezi	99342
633	Uganda Institute of Banking & Financial Services	99309	685	Voluntary Services Overseas	99343
634	Uganda Institution of Professional Engineers	23011	686	Wabuba Enterprise Co Ltd	99344
635	Uganda Insurers Association	99310	687	Wagagai Ltd	99345
636	Uganda Insurers Association	99310	688	Walusimbi's Garage Ltd	99346
637	Uganda Investment Authority	99311	689	Wamala Growers Coop Union Ltd	99347
638	Uganda Local Government Association	16022	690	War Child Holland	24024
639	Uganda Meat Producers Cooperative Union Ltd	12004	691	Wateraid	99348
640	Uganda National Action on Physical Disability	99312	692	Watu Credit Uganda Ltd	21011
641	Uganda National Association of Building and Civil Engineering Contractors	99313	693	Welthungerhilfe	12006
642	Uganda National Association of the Deaf	99314	694	White Horse Inn Hotel	99349
643	Uganda National Bureau of Standards	22006	695	Wimrob Bees Co Ltd	22014
644	Uganda National Council for Science & Technology	99315	696	Windle International Uganda	19021
645	Uganda National Culture Centre	21015	697	World Vision International	99350
646	Uganda National Farmers Federation	99316	698	World Wide Fund for Nature Uganda	18032
647	Uganda National Oil Company	19019	699	Xclusive Cuttings Ltd	99351
648	Uganda National Roads Authority	18030	700	Yogi Steels Limited	23017
649	Uganda Pharmaceuticals (1996) Ltd	99317	701	Yuvraj International Uganda Limited	18033
650	Uganda Printing and Publishing Corporation	99318			
651	Uganda Railways Corporation	12020			
652	Uganda Redcross Society	99319			
653	Uganda Retirement Benefits Regulatory Authority	16018			
654	Uganda Revenue Authority	99320			
655	Uganda Securities Association	99321			
656	Uganda Small Scale Industries Association	99322			
657	Uganda Tea Association	99323			
658	Uganda Tea Corporation	99324			
659	Uganda Tea Development Agency Ltd	99325			
660	Uganda Telecom Ltd	99326			
661	Uganda Transport Coop Union Ltd	99327			
662	Uganda Travel Bureau	99328			
663	Uganda Virus Research Unit on AIDS	15025			
664	Uganda Wildlife Authority	99329			
665	Uganda Wildlife Education Centre	99330			
666	Uganda Women Entrepreneurs Association Ltd	99331			
667	Uganda Women's Effort to Save Orphans	14038			
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CODE	TOPIC	DATE AND VENUE	COST
GS ER 2501	Understanding Uganda's Employment Act and Labour Laws: Insights into Recent Amendments and Legal Compliance.	23rd January Online	Free
CW 2501	CEO Webinar 1: TBC	6th February Online	Free
GT ER 2501	Navigating Complex Workplace Investigations	25th - 26th February FUE Training Centre	Member - 450,000 Non Member - 675,000
JW 2501	Joint Webinar 1 (FUE and BMU): TBC	12th March Online	Free
GS MGT 2501	ESG Leadership Essentials for Businesses	26th March Online	Free
GS ER 2502	Navigating Business and Human Rights Due Diligence in the Ugandan Context	9th April Online	Free
RT 2501	Employment Essentials for Managers	24th - 25th April Mbarara City	Member - 300,000 Non Member - 450,000
GS MGT 2502	Recognising and Addressing Mental Health Issues in the Workplace	7th May Online	Free
GT ER 2502	Understanding Uganda's Legal Landscape: Mastering Performance Management and Discipline	20th - 21st May FUE Training Centre	Member - 450,000 Non Member - 675,000
JW 2502	Joint Webinar 2 (FUE and BMU): TBC	5th June Online	Free
RT 2502	Employment Essentials for Managers	25th - 26th June Gulu City	Member - 300,000 Non Member - 450,000
IC 2501	Industrial Clinic 1: TBC	8th July Online	Free
CW 2502	CEO Webinar 2: TBC	22nd July Online	Free
CW 2503	CEO Webinar 3: TBC	5th August Online	Free
RT 2503	Employment Essentials for Managers	28th - 29th Aug Mbale City	Member - 300,000 Non Member - 450,000
IC 2502	Industrial Clinic 2: TBC	11th Sept FUE Training Centre	Member - 100,000 Non Member - 150,000
JW 2503	Joint Webinar 3 (FUE and BMU): TBC	25th Sept Online	Free
IC 2503	Industrial Clinic 3: TBC	3rd Oct FUE Training Centre	Member - 100,000 Non Member - 150,000
GT MGT 2501	Managing Violence and Harassment at the Workplace	29th – 30th Oct FUE Training Centre	Member - 450,000 Non Member - 675,000
GT MGT 2502	Breaking Boundaries: Future-Ready HR Practices for the Digital Age	26th -27th Nov FUE Training Centre	Member - 450,000 Non Member - 675,000
FUE - International Training Centre/ILO Certified courses	- Malkia (Female Managers and Supervisors) - Essentials of Occupational Safety and Health - Responsible Business Conduct	1 month – 3 months Online (ITC eCampus)	1,300,000/=
Special Courses	Female Future Leadership Program Executive Training in Employment Relations	Feb - Oct 2025 April - Nov	\$ 3,500 \$ 1,900

NOTE:

- The quoted fee is per participant per Course (p.p.p.c) and covers tuition, course materials, lunch, tea and a certificate of participation where applicable. (Transport and Accommodation is not covered)
- FUE members are accorded discounts depending on the number of participants nominated.
- All the above courses can also be arranged as in-house training programs to meet specific organisational needs.

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Entebbe International Airport's modified terminal building was opened to the public in January 2024 and all facilities are operational and running smoothly.

The imminent commission of a new 20,000 sqm terminal connecting to the current terminal will enhance terminal capacity to at least 3.5 million passengers per year.

The existing and ongoing upgrades being implemented are part of a 20-year National Aviation Master Plan aimed at catering to the growing traffic at Entebbe Airport and enhancing the passenger experience.

