

CAIPA & ILO TRIPARTITE SESSION

| Keynote Address

Sustainable Investment & Labour Standards

The Relevance of the ILO MNE Declaration to FDI and Decent Work in the Caribbean

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Moving Past Low-Cost Arbitrage

↓ Legacy FDI Model

Compromising labour standards for transactional volume.

High attrition rates and low skills retention.

↗ Sustainable FDI Model

Anchoring quality jobs to drive investor resilience.

Aligned with the ILO MNE Declaration framework.

TRIPARTITE GLOBAL STANDARD

Core Pillars of Responsible Practice



Decent Employment

Durable career paths for regional talent.



Working Conditions

Progressive safety and flexible remote arrangements.



Tripartite Harmony

Cohesive partnership with public institutions.

LIVING PROOF IN THE CARIBBEAN

Crucible International in Barbados

"The only thing we have is relationships."

A sought-after employer in Barbados. Built upon enduring trust with our staff, international clients, and government partners like Invest Barbados.

People-Centred Strength

Organisational cohesion drives superior output.



AGILITY UNDER PRESSURE

Resilience Through Decent Work

200

Rapid Remote Pivot

Employees transitioned to home offices.

400+

Scaled Workforce

Doubled headcount during global crisis.

100%

Service Continuity

Absorbed critical client operations.

HUMAN CAPITAL

A Tertiary-Educated, Trusted Workforce



Degree & Diploma Calibre

Skilled professionals solving complex workflows.

Production Timeliness & Quality

Management based on output rather than surveillance.

Diversity as Strength

High retention through genuine inclusion and growth.

Extending Capability Through Partnerships



Legal Counsel

Cross-border governance and contract integrity.



Financial Advisory

Rigorous audit standards and fiscal compliance.



HR Specialists

Progressive policy design and talent mobility.



Invest Barbados

Allies in national economic development.

Agentic AI: Threat & Strategic Opportunity

The Threat

Commoditization of basic processes

Simple data entry and repetitive BPO workflows face direct obsolescence.

The Opportunity

Upskilling to knowledge orchestrators

Educated staff supervise agents and manage high-value client advisory roles.

VALUE PROPOSITION

What Global Investors Seek Today

Supply Chain Predictability

Progressive workplaces suffer near-zero labour disruption.

ESG Due Diligence Compliance

Multinationals face mandatory social reporting audits.

Innovation Velocity

Stable teams continuously evolve alongside customer needs.



STRATEGIC RECOMMENDATIONS

Action Agenda for Caribbean IPAs

01

Decent Work KPIs

Score FDI projects by wage dignity and career longevity.

02

Talent Linkages

Connect investors with local legal, accounting, and HR hubs.

03

Upskilling Incentives

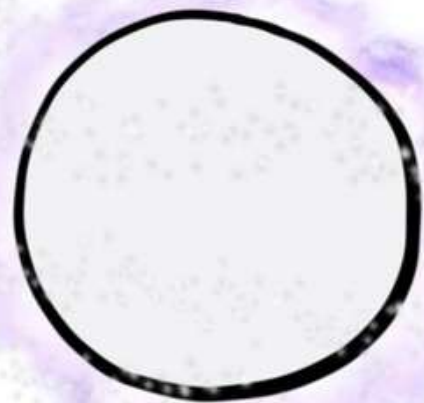
Partner with employers investing in AI literacy.

04

MNE Alignment

Promote the ILO Declaration as a competitive hallmark.

A rising tide
LIFTS all boats



CONCLUSION

"Sustainable investment and labour standards are not an operational burden. They are the Caribbean's greatest competitive advantage."

Thank you for your partnership in advancing decent work across our region.

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