



IN BRIEF

EU Treaty talks opened: Europe towards a "Constitution"?

At the end of June 2007 European Summit, EU leaders agreed on a detailed mandate to finalise the text of a **new Treaty to reform the EU's institutions**, ending a two-year stalemate following the rejection of the Constitution in France and the Netherlands. The details of the 'Reform Treaty' still need to be agreed upon, with the Portuguese Presidency hoping to clinch an agreement in October.

The IGC's task is to translate the Summit's political agreement into legal form and prepare a text to revise the current treaties. For the first time, an IGC is launched with the main Treaty provisions already agreed upon. The Portuguese Presidency therefore hopes to reduce negotiations to legal details regarding the Reform Treaty text.

The Portuguese EU Presidency presented a first draft of the new Treaty text to EU foreign ministers at the formal opening of the Intergovernmental Conference (IGC) on 23 July. According to Commission President José Manuel Barroso, the complex 277-page text reflects the compromise "which has imposed" its present form.

Speaking at a press conference on 23 July, Portuguese Foreign Minister Luís Amado was eager to underline that an agreement should be found "as soon as possible" and that EU member states should "stick to the timetable". "It is now the task of the Portuguese Presidency to create the appropriate political conditions," Amado said.

Fears of member states opening up institutional issues are especially directed at Poland, which had signalled its discontent over details concerning the Council voting provisions. However, Polish Foreign Minister Anna Fotyga softened the tone, saying: "We would naturally like to give a Polish reflection on our understanding on some of the mandate's provisions. There are several issues that many countries have and we want to clarify them."

Commission President José Manuel Barroso said: "I believe that everyone can find his place in this text. Of course there certainly are some details that need to be addressed, but there is full respect for the mandate." He added: "For a long time, we have been discussing institutions, procedures, reforms and treaties. Okay, it is enough. Now we need to concentrate on delivering results for the citizens."

Source: www.euractiv.com

Roaming: welcome Eurotariff!

All mobile operators have informed the Commission of the Eurotariffs they are offering their customers as required by the EU's new Roaming Regulation. All these Eurotariffs are now listed on the Commission's website. For mobile customers roaming in Europe, the first result is quite positive: In 23 of the 27 EU Member States, there is at least one mobile operator offering roaming tariffs below the regulation's ceilings.

"As of today, thanks to the EU's continued pressure, **consumers can now fully assess what's on offer across Europe** as regards the new Eurotariffs for mobile roaming," said Viviane Reding, EU Telecom Commissioner. "I note with satisfaction that all mobile operators now appear to comply with the law, and that also the few black sheep we noted three weeks ago have returned to the fold in the meantime. However, the fact that the picture is now complete does not mean that the job is done. Together with the national telecom regulators, the Commission will now look into the quality, transparency and consumer-friendliness of the new roaming offers. In autumn, this will allow us to assess whether there is now more competition in the roaming market and whether consumers actually get a better deal."

The Commission's website, launched on 2 August, lists the Eurotariff on offer per operator in all 27 EU Member States. The table is based on responses to a questionnaire sent in mid-July to 95 mobile operators in the EU. Initially the Commission received 74 responses. Some operators only later informed the Commission about their offers or corrected the information they had sent. Today, with the last two operators - Estonia's EMT and Cyprus' Areeba - having communicated their offer to the Commission, the EU-wide overview is now complete.

Overall, the introduction of the new EU Roaming Regulation appears to be proceeding smoothly. In 23 of the EU Member States, there is at least one operator offering roaming tariffs below the new regulation's ceilings. Most mobile operators have also offered or activated a Eurotariff before the regulation's deadlines.

For full details, see the Commission's roaming website:

<http://ec.europa.eu/roaming>

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SOCIAL AGENDA

GENDER PAY GAP: THE COMMISSION TAKES THE FLOOR

THE COMMISSION COMMUNICATION IDENTIFIES FOUR AREAS OF ACTION TO TACKLE THE PROBLEM

Changes to the Community legal framework could be envisaged to abolish direct and indirect discrimination based on sex, according to the Commission.

Girls out-perform boys at school and more women enter the labour market with a university degree than men, but a pay gap of 15% persists. "This is an absurd situation and needs to change", said Employment, Social Affairs and Equal Opportunities Commissioner Vladimír Špidla, presenting a Commission Communication on 'Tackling the pay gap between women and men' on 18 July 2007.

Statistics show that the average difference of 15% varies considerably in the EU-27. The gap ranges from 5% in Malta to up to 25% in Cyprus and Estonia. Slovakia, Germany, Finland and the UK also show differences of 20% or more.

The Commission Communi-

cation identifies four areas of action to tackle the problem. In addition to the traditional support for the exchange of best practice between EU-27, the Commission is set to tackle inequality in pay through ensuring **better application of existing legislation** and exploring ways to improve it as well as its implementation.

"Changes to the Community legal framework could be examined to ensure that direct and indirect discrimination based on sex is excluded, in particular from the systems used to set pay. For this, it might be envisaged to reinforce provisions aiming at eliminating those elements of pay systems which result in gender discrimination", states the Communication.

The Commission also plans to exploit the European Strategy for Growth and Jobs to the full. It therefore urges member states to set objectives and national

deadlines for reducing the pay gap, and asks them to include any specific measures implemented in their national reform programmes.

Last but not least, the EU executive also wishes to encourage employers to respect equal pay through the promotion of social responsibility.

The European Institute for Gender Equality should be operational in early 2008 to support member states and the EU institutions in the implementation of their policies in the field. The Commission's annual report on equality between women and men was, in 2007, accompanied by a special report on the gender pay gap. Tackling the pay gap between women and men is an EU political priority, confirmed in the Roadmap for Gender Equality 2006-2010.

Source: www.euractiv.com

EU LIKELY TO REACH AN AGREEMENT ON TEMPORARY WORK

After a quarter of a century of discussions, the EU is on the brink of reaching an agreement on a Directive regulating temporary work after the UK seemed to soften its position on the issue, accepting the **principle of equal treatment of temporary workers** in exchange for liberalisation of the sector.

The Commission's first proposal for a Directive on Temporary Work dates back to 1982. After years of failed efforts to find an agreement in the Council, the proposal was withdrawn in 1990.

A new draft Directive on working conditions for temporary workers was presented in March 2002, with a twofold aim:

- To improve the quality of temporary work by ensuring

that the principle of non-discrimination is applied to temporary workers, and;

- To establish a suitable framework for the use of temporary work to contribute to the smooth functioning of the labour and employment market.

The Parliament endorsed the proposal in November that year, adopting a number of amendments dealing with the departure from the principle of non-discrimination and seeking mainly to have the directive applied for the duration of a temporary worker's posting. The Commission adopted the amendments and sent the amended directive to the Council.

The bone of contention during 25 years of discussions has always been the

question of possible exemptions to the principle of equal treatment for temporary agency workers in terms of basic working and employment conditions. In particular, differences on the following question could not be surmounted:

- how to address the need for a specific derogation with a view to fostering the **insertion of the unemployed** into the labour market;

- reviewing and possibly **removing restrictions** to temporary agency work, and;

- the principle and the length of the **qualifying period** for implementing the principle of equal treatment between permanent and temporary workers.

Source: www.euractiv.com



THE BONE OF CONTENTION DURING 25 YEARS HAS ALWAYS BEEN THE QUESTION OF POSSIBLE EXEMPTIONS TO THE PRINCIPLE OF EQUAL TREATMENT

On Tuesday 3 July, SUEZ and the employee representative bodies of the European Consultative Committee (IED) including CEC, have signed three new Group-wide agreements. These ambitious agreements, worldwide in their application, engage the Group's corporate social responsibility. It is the first time such commitments have been signed in Europe. They reflect the Group's determination and that of all its partners to develop a foundation of minimum social guarantees benefiting every employee.

- Forward planning on job and skill requirements

To prepare for the future, SUEZ intends to be among the first among European companies to apply the technique of forward planning on job and skill requirements. In this regard, SUEZ and its employee representatives intend:

- to develop an active jobs policy in response to changes

- in the Group's activity;
- to anticipate major trends affecting subsidiaries' changing needs;
- to establish means by which to permanently ensure a balance between resources and needs;
- to deal prospectively with age pyramid changes;
- to ensure preservation of personnel employability.

- Commitment to equal opportunity and social diversity

SUEZ considers diversity and equal opportunity to be assets for social and business performance, helping it to meet new challenges.

Employees must reflect the diversity of the communities they serve to be better able to grasp local sensitivities. Such multi-cultural sensitivity is viewed as an advantage facilitating mutual development of employees, greater adaptability to change, and superior capacity to innovate.

SUEZ is committed to gender equality and to correcting disparities in terms of employment, recruitment, compensation, access to promotion and training, working hours, and career interruptions.

- A supplementary financial incentive for a three-year period, based on Group results

A supplementary financial incentive based on Group results has been instituted in order to associate employees with Group performance. The incentive program applies during 2007, 2008, and 2009 to all employees throughout the world.

Those agreement totally meet the values CEC wishes to defend. They reflect the will of the Group to found its development on a genuine social pact with all its employees throughout the world. Managers will play a key role in the implementation of those strategies through CEC and its representative.

More information : www.suez.com

THESE AMBITIOUS AGREEMENTS, WORLDWIDE IN THEIR APPLICATION, ENGAGE THE GROUP'S CORPORATE SOCIAL RESPONSIBILITY



ACEO: THE GREEK LEADERSHIP CONGRESS 2007

The 18th Annual Leadership Congress of the ACEO, titled "Imaginative Leaders - Creativity & Innovation in Modern Management", was completed with great success on Wednesday 30 May 2007 at the Athens Hilton, with more than 400 participants (CEOs, businessmen, executives, as well as representatives from organizations and government institutions). The ACEO Chairman of the board Mr. Michael Pagidas welcomed the participants and made a short reference to the Congress objectives.

The Minister of Development Mr. **Dimitris Sioufas** called the Congress to order, congratulating the ACEO for its effort and initiative, which - as the minister said - "The ACEO has managed to put the annual Congress on the map as an institution where top business executives and experienced managers from Greece and abroad meet and exchange views on matters

of effective leadership and administration". Mr. Sioufas underlined, among others, the "major importance of the Congress' theme", adding that "every corporation can succeed in reinforcing its competitiveness through business innovation. It can succeed by turning ideas into a competitive advantage. This is the opportunity - and the challenge - offered by the new Knowledge Economy".

The Congress keynote speakers were three distinguished personalities, all of them authorities on matters of corporate innovation and design strategy: Dr. John Kao, Tom Kelley and Karim Rashid.

Dr. **John Kao**, business consultant, author and university professor, has been dubbed by the Economist as a "Serial Innovator" and "Mr. Creativity". He is currently an advisor for one of the main candidates in the USA presidential election campaign, among his other numerous activities. In

his speech he analyzed the creative advantage and explained how it can be mastered, preserved and renewed. As Dr. Kao stated, "Innovation is not just creativity, it is not only invention and ideas, it is not science and technology. Innovation is the ability of constantly achieving a desired future state, it is the mechanism that enables change... it is the ability to think differently".

Tom Kelley, General Manager and co-founder of IDEO (the top design consultant and product development company today), talked about the "10 Faces of Innovation", based on his best-selling book that bears the same title, and described the practices he has applied to his own company, which have proven to be successful and fruitful. "Today only innovative businesses survive. In the future, standing still will be deadly for any brand", he said, emphasizing that 85% of businesses today consider innovation extremely important.

THE CONGRESS KEYNOTE SPEAKERS WERE THREE DISTINGUISHED PERSONALITIES, AUTHORITIES ON MATTERS OF CORPORATE INNOVATION AND DESIGN STRATEGY

ACEO: THE GREEK LEADERSHIP CONGRESS 2007



The Greek Minister of Development Mr. Dimitris Sioufas

Finally, **Karim Rashid**, one of the most distinguished designers in the world, elaborated on his own philosophy about what makes people imaginative and creative. Through his colourful, image-laden presentation, he explained that imagination knows no bounds, language or limitations. Imagination must simply "go with the flow" of the times we live in, human behaviour, current technology, new materials and clever designs. What we should seek is to make products that are culturally different, culturally important. In that effort we shape the future. Karim Rashid was introduced by the ACEO General Manager Mr. John Anastasopoulos.

At the Congress there was also a special section of case studies presentations by successful Greek businessmen and managers who have displayed examples of truly innovative and creative activity in their work.

Elias Gryllias, Chairman and CEO of Proximity ZZ.dot Advertising S.A., talked about

how his company won the second biggest advertising project which has been assigned to a Greek company, the Hewlett Packard account, and explained the practices and strategies which led him to success. "If you can run uphill, on a flat road you can fly", he characteristically said.

Pavlos Evmorfidis, founder and CEO of COCO-MAT, spoke of the innovative practices he implemented in his business activity in all fields: from human resources (by employing people who needed a job and didn't have special qualifications) to his pioneer approach in marketing. Passion, trust and faith in the right (ecological) product were the key components of his success, he told the audience.

Yannis Mandalas, CEO of Mediterra S.A. (mastihashop), talked about the project of upgrading the mastiha (mastic) product and re-organizing the Confederation of Mastic Producers. Referring to the strategy he followed, which led to the great success of the mastihashop chain of stores and to the recognition

and widespread use of mastic products, he said: "We studied and learned our own product and its attributes, we created a victory team, we supported research, we changed culture, we used the power of persuasion, will and determination".

The Congress ended with the round table discussion hosting the keynote speakers, who talked about all the parameters of innovation and leadership in management that were discussed throughout the works of the Congress.

The coordination of the Congress was handled by ACEO scientific advisor professor Charidimos K. Tsoukas (ALBA, University of Warwick). At the end of the Congress, ACEO General Manager John Anastasopoulos summarized the conclusions of each speech and thanked everyone responsible for the organization of the event.

Text: Nika Evangelie

Website: www.ease.gr

E-mail: aceo@ease.gr

ULA: INTERVIEW WITH MR. STORBECK, DIRECTOR OF EUROPOL

The German Confederation of Managers (ULA) had the great pleasure to interview Mr. Storbeck, Director of EUROPOL, about corruption and white-collar criminality in the EU. Corruption and white-collar criminality do not only exist in recent EU-Members such as Bulgaria and Romania. It does also exist in Germany. According to Storbeck, it is es-

sential to fight corruption, because it does not only affect the corrupted country, but the whole EU's economy and especially its image on the external world. Furthermore, he claims that white-collar criminality is growing on the international level, due to globalisation. Consequently, transparency is crucial in the fight

against corruption and white-collar criminality. This is only possible with monitoring systems as well as prevention and compliance arrangements. However, no corruption or white-collar criminality at all is utopian.

Text: Caroline Velleuer

Website: www.ula.de

E-mail: velleuer@ula.de

CEC MANAGERS' NETWORK

Join CEC Managers Network!

To register please fill in your contact data at www.cec-managers.org and you will receive a personal password.

You have the freedom to decide yourself if you want to answer requests from other managers or to contact them yourself. Establishing contacts to other managers will be carried out by respecting members privacy.

Test it now and make it known !

Link : www.cec-managers.info/english/managers-network.php



81A, rue de la Loi
1040 Brussels
TEL : +32 2 420 10 51
FAX : + 32 2 420 12 92
www.cec-managers.org

ABOUT CEC

The CEC represents 1,5 million executives and managerial staff in Europe organised into national federations and European branch federations. Since the end of the 1980s, the CEC contributes, as a social partner, to the European social dialogue. The CEC has made the task of defending the managers' specific interests its own, while maintaining dialogue with other parties.

CEC is consulted by the European Commission on all initiatives in the field of employment and social affairs (articles 138 and 139 EC Treaty). It is also part of the employees delegation in the negotiation with the employers' organisations at European level.

The CEC promotes a European integration clearly in favour of the principle of performance and competition, but also the social market economy and a value-oriented way of conducting business, since the respect of social obligations is an added value for economy in the long run.