



# CEC

## EUROPEAN MANAGERS

---

# ACTIVITY REPORT

## 2006-2009



CEC, European Managers, Rue de la loi 81A, 1040 Brussels,  
Tel: +32 2 420 10 51, Fax: +32 2 420 12 92  
[www.cec-managers.org](http://www.cec-managers.org) email: [info@cec-managers.org](mailto:info@cec-managers.org)

**ACTIVITY  
REPORT  
2006-2009**



**EUROPEAN MANAGERS**

**CONNECTING  
EUROPEAN  
MANAGERS**

1. FOREWORD FROM THE EXECUTIVE OFFICERS	4
2. CEC MORE THAN A UNION	8
• MILESTONES	8
• INTERNAL ORGANISATION OF CEC	8
• OUR ADDED VALUE	9
• CEC WITHIN THE EUROPEAN SOCIAL DIALOGUE	10
• CEC AND THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE	11
• OUR VISION: CEC'S QUALITY CRITERIA FOR MANAGERS	12
3. FROM 2006 TO 2009: CEC ACHIEVEMENTS	14
• BETTER RECOGNITION OF CEC	14
• INCREASE VISIBILITY OF MANAGERIAL STAFF ORGANISATIONS AND DEVELOP LOBBYING TOWARDS INSTITUTIONS	14
Representation within European Work Council (EWC)	14
European Task Force meetings	15
• PROMOTE EUROPEAN INTEGRATION AND DEFEND THE EUROPEAN SOCIAL MODEL	15
CEC celebration of the 50th anniversary of Europe	15
Consultations	15
• DEVELOP OPINION RELAYS AND BUILD PARTNERSHIP ALLIANCES	16
Partnership with MATRI: Methodology for the Anticipation of Industrial Transformations	16
Cooperation with Airbus for the CEC Toulouse Conference in June 2008	16
Meeting of the CEC Executive Club	16
• COLLABORATE WITH ETUC / EUROCADRES	17
• HELP SECTORAL FEDERATIONS IN THEIR QUEST FOR RECOGNITION	17
4. IDEAS' LABORATORY	18
• POSITION ON THE CURRENT FINANCIAL CRISIS	18
• ANTICIPATE INDUSTRIAL TRANSFORMATIONS TO BOOST EUROPEAN COMPETITIVENESS	18
• CEC'S EUROPEAN SURVEYS	19
• OUR NEXT CONFERENCE ON CREATIVITY AND INNOVATION	20
5. ANNEX	21
CEC National Member Organisations	21
European Professional Federations Member of CEC	22
CEC Observers	23

## CEC EUROPEAN SOCIAL PARTNER SINCE 1992

CEC European Managers is one of the six European social partners participating in the cross-industry social dialogue committee. The six European social partners are;

- for the employees: ETUC, Eurocadres, CEC European Managers.
- for the employers: BUSINESSEUROPE, CEEP, UEAPME.

CEC federates a growing number of national organisations (trade-unions, employees associations, professional federations) representing executives and managers operating in the industry, services and public sector. Their number has been increasing constantly during the last years and their weight in the European economy is important.

Several CEC representatives have a seat in the European Economic and Social Committee within the Group II (employees).

As a European Social Partner, the CEC mission can be defined as follows:

- To strive for the European integration, allowing managers to fully take part in EU project in every country.
- To contribute, with the other social partners, to a continuous research of a fairer balance between economic performance of enterprises and guarantee of incomes and social protection for the workforce. To this extent, executives' and managers' interests and aspirations are highlighted.
- To express and defend the needs and points of view of European managers on current topics such as sustainable development, environment protection, energetic independence of Europe, lifelong learning, active ageing, equal opportunities, promotion of diversity, bounty and tolerance.

Main facts of the mandate 2006/2009:

Organisation of conferences, with the support of the European Commission: in Vienna (May 2006) on

managers' mobility and employability on the labour market; in Stockholm (June 2007) on diversity and equal opportunities at the workplace; in Toulouse (June 2008) on European Work Councils and other information, consultation and participatory bodies.

CEC participates, alternately with Eurocadres, in the Tripartite Social Summit allowing us to express managers' voice towards Member States' governments and towards the European Commission.

CEC has taken part in the negotiation groups of European agreements such as the one on violence at work; in the

consultation on the green paper on labour law. CEC positions are made from the contributions of the member organisations, which are consulted beforehand.



George Liarokapis

The revision of the directive 94/45/EC on European Works Councils and the related consultation launched by the European Commission enabled CEC to strengthen its presence and influence within European social dialogue at enterprise level. CEC's requirements as to admit CEC professional federations into the negotiations groups concerning European Work Councils have been accepted. From now on, CEC professional federations must be invited and consulted as have all other European federations.

The launch of the CEC Managers' Network represents a milestone in CEC's development. Managers now have the possibility to register on the CEC website and to be part of a network at European level. This allows getting

contacts according to professional interests, which can be very useful in case of new career orientations. Moreover, the CEC Managers' Network represents an excellent sample of the population we represent, which we can address in order to bring out surveys and studies. It is a useful instrument in order to enhance our representativity. Last but not least, it is a clever way to attract new adherents to CEC national member organisations.

An organisation of executives and managers like the CEC can not stay apart from knowledge centres, universities, management and engineering schools. An action in this

field can take many different forms and represents a long-term investment for CEC. Students of today will be tomorrow's managers.

The current financial crisis will have us to define new rules and new priorities as to manage businesses. CEC has the ambition to participate and contribute to better governance worldwide.

**GEORGES LIAROKAPIS**

CEC PRESIDENT



## CEC LEADING TEAM – OTHER MEMBERS

### **LUDGER RAMME,** CEC SECRETARY GENERAL

CEC European Managers is the voice of managers in Europe. Our members are middle and upper managers representing thus a specific group of employees. They have a special role to play in the companies, they are bridge builders between the top-managements' decisions and the workforce. Their challenge is to motivate the whole team from bottom up and explain why and how things have to be done. In the current economic crisis, this bridge building capacity of managers and their organisations is even more important.

Managers play a certain role in society as well. They have to be involved in progress and have to take responsibility for those who cannot keep up with the speed of development. Managers associations all over Europe have taken the task to make this role of managers visible and clear to everybody. They also defend managers' rights and needs. With the quality criteria for good management, CEC has set standards to help prevent the next crisis. CEC has gained many new members in recent years, especially in South-Eastern Europe, and there are more to come. We have established strong relations with managers' organisations in Switzerland, Serbia, Montenegro and even Russia. New partners are seeking cooperation with CEC.

Next to enlarging the number of members, CEC is dedicated to act as a real partner and good friend to all other social partners. Part of the employees side, CEC is also a close partner to the employers' representatives.

Internal work has been further intensified by collecting expertise in the European Task Force, a working group of professionals from CEC organisations. They meet and work on a regular basis to prepare actions and positions of CEC and such in a way give a continuous support to the office in Brussels. The Task Force has given

valuable input in the creation of the CEC Managers' Network, an internet based net of managers all over the world ([www.cec-managers.org](http://www.cec-managers.org)). It has more than 850 members and chances are good that it will continue to grow. This network is also our entrance into countries where there are no managers' associations. From the members of the network we have created a panel which we can ask to participate in European wide surveys. A first survey has been successfully accomplished and leads the way to more representative surveys in the future.

Member organisations are asked to contribute more to these promising services which give added value to the individual members in the different countries.

CEC deserves the support that is given to us by our partners and by our members. We will continue to give a face to managers on the European field. We will involve our members even to point out their needs and expectations. The European Social model, i.e.: what distinguishes our industrial relations from other parts of the world is composed of very diverse traditions and systems. A

specific representation of managerial staff is one of the vital elements of this model and contributes to make Europe more competitive. In the current crisis the European model serves even more as a sign of hope for those who have not yet been able to develop rules and procedures ensuring the balance between possibilities given by the free market and a necessity of a social responsibility towards people in need.

### **ANNIKA HAGE NEDERSTRÖM,** CEC DEPUTY SECRETARY GENERAL

During my period as CEC Deputy Secretary General, I was responsible for negotiations on violence and harassment at work in the framework of the European social dialogue. Agreements achieved by that way give employees the possibility to make their voice heard on



Ludger Ramme



Annika Hage Nederström

problems that otherwise may be difficult to handle. Moreover, the managers will get better guidance in this matter, as long as representatives are involved when the procedures are implemented at the workplace.

The reaching of agreements which assure to workers – including managers – a greater degree of protection is anyway the demonstration that social dialogue is a precious tool if one knows how to handle it.

I have also had the possibility to closely follow the improvement of CEC communication actions. I see this communication effort as a long term work, to implement and secure the CEC image and to affirm its identity by new, young publics. This represents a core element for CEC development in the future.

**SONJA ŠMUC,**  
CEC TREASURER

Being a collective voice of European managers is an honour and a big task that CEC handles with great

responsibility. CEC showed initiative in bringing to light topics that would remain hidden, like European Work Councils, and publicly expressed its opinion on different subjects, for instance our point of view on the financial crisis. Strengthening the visibility of CEC will constantly remain a very important task of the organisation since this is the way to make European managers' voice heard and taken into account.

Another way of deepening the meaning of CEC is in enhancing the links between managers, from different companies, levels, industries and countries. With that intent CEC developed a digital platform for networking among people, which is an integral part of Europe's future.

Without managerial excellence, which consists of vision, leadership, commitment, humanity, hard work and excellent execution of strategy, Europe cannot find a way out of today's crisis. This is why today it is even more important than before that managers have their say in the European social partnership.



Sonja Šmuc



# 2 CEC MORE THAN A UNION

## MILESTONES

1951 Three national executive federations, French, German and Italian create together the International Confederation of Managers (CIC) new members have kept enlarging the confederation since then.

1989 The CIC decides to strengthen its European presence and founds a European Confederation of Managers, currently known as CEC European Managers. From then on, the Brussels-based CEC has been making its genuine and positive contribution as a social partner to the European integration.

1993 Agreement on the Maastricht Treaty and the associated social protocol. CEC becomes an inter-

locutor for the European Commission and is consulted on new legislative initiatives.'

1999 Formal agreement between CEC and Eurocadres to represent managers in cooperation at the European level. CEC joins the employee delegation and begins negotiations under the social protocol representing the interests of managers.

2007 Integration of CEC as a European social partner in the Industrial Report established by the European Commission, together with ETUC, Eurocadres, BUSINESSEUROPE, CEEP, UEAPME.

2009 Official recognition of CEC as one of the six European social partners in the cross industry and sectoral social dialogue.

## INTERNAL ORGANISATION OF CEC

CEC is composed of national organisations, established in the Member States and other European countries, and of European professional federations. It also has co-operation agreements with organisations which have an observer statute. Today CEC represents about 1.5 million managers all over Europe.

The governing bodies of CEC are the Ordinary and Extraordinary General Assembly, the Steering Committee and the Executive Board.

See in annexe the detailed list of our affiliated organisations.

**PRESIDENT**  
**SECURITY GENERAL**  
**DEPUTY SECRETARY**  
**GENERAL**  
**TREASURER**

### EXECUTIVE BOARD

17 Vice presidents  
1 by country +  
2 for professional federations

### STEERING COMMITTEE

Performs all the necessary actions for the running of the Confederation (it may delegate such powers to the Executive Board). Draws up and updates the Rules of Procedure. Meets when convened by the President or at the request of a member organisation.

### GENERAL ASSEMBLY

Every 3 years

Sets the general guidelines examines the activities of the Steering Committee and the Executive Board. Deliberates over the activity report and the financial report. Decides on the membership and dismissal.

## OUR ADDED VALUE

CEC is open to all national interprofessional organisations in Member States of the European Economic Area and/or of the European Free Trade Association and to all European professional organisations with executives as members.

Eight reasons to join us:

1. Strengthen the voice of managers' vis-à-vis the European institutions.
2. Have an easier access to the EU institutions through a CEC support.
3. Stay informed on European activities with CEC's regular newsletter.
4. Participate in CEC conferences & events.
5. Gain privileged access to CEC information and data.
6. Increase your visibility through a free web link on the CEC homepage.
7. Take advantage of the CEC Managers' Network.
8. Benefit from the CEC Mutual Assistance Agreement when going abroad.

## CEC MANAGERS' NETWORK

Created by CEC in 2002, this managers' network was initially a service reserved to managers affiliated to the CEC member organisations. Given the multiplication of network forums, CEC has now decided to open up this network to all managers or to anybody interested in managerial issues. The platform gives free access to a



database of contacts all over Europe and beyond (search by name, company, country or area of activity).

The aims of this platform are manifold:

- to develop individual contacts with managers from other countries,
- to create links between managers from the same company,
- to follow debate on social affairs at the European level and provide ways of being represented,
- to exchange on managers' issues,
- to get informed before going abroad, whether emigrating, externalising or planning an event abroad.

Registrations on [www.cec-managers.org](http://www.cec-managers.org)

## CEC MUTUAL ASSISTANCE AGREEMENT

Any person affiliated to a CEC member organisation may benefit from the expertise of other member organisations through: the Mutual Assistance Agreement. In a context of increased mobility, within which managers are more and more sent abroad, CEC provides its individual members the guarantee to of getting professional advice as well as protection and assistance from CEC national organisations abroad. Through this agreement, the manager member of CEC can:



- Collect information on working conditions and labour legislation in force in the host country;
- Get advice before establishing a working relationship;
- Get advice to manage conflicts arising from an employment relationship.

To be connected with the member organisation of CEC in the host country, the individual must contact the organisation to which he is affiliated in his country of origin. National organisations then redirect requests between them.

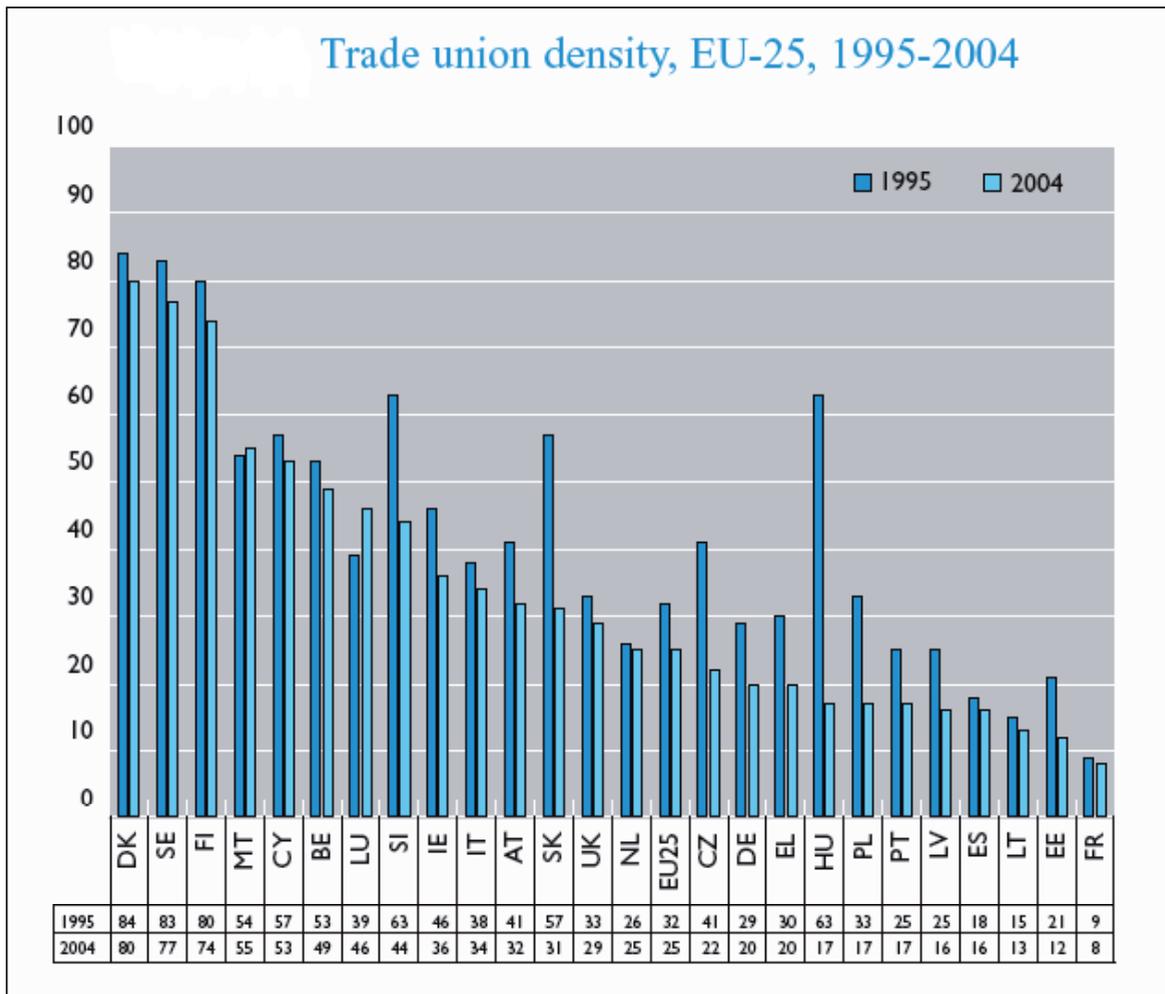
## CEC WITHIN THE EUROPEAN SOCIAL DIALOGUE

Since 1985, the European social dialogue appears in the Treaty of the European Commission and is a key element of the European social model. At national levels, it is complementary to the social dialogue and industrial relations and participates in the social policy of the EU, contributing to define the social standards of the Community. Under the European social dialogue, European social partners are consulted before the drafting of legislative proposals in the social community. They also have the right to negotiate agreements that can then be transposed into Community law or implemented by the social partners themselves. Beyond

the formal procedures in the EU Treaty, the social partners establish their own agenda, in which they choose to tackle issues of common interest.

The European social dialogue takes two main forms: a bipartite social dialogue between European employers and trade-unions; and a tripartite dialogue between the social partners and the Community institutions.

CEC is an independent organisation in the employees' delegation, together with the ETUC and Eurocadres. CEC promotes and defends more specifically the interests of managers. Through its professional federations, CEC also takes part in the social dialogue at sectoral level.



Source : Industrial Relations in Europe European Commission, June 2006

## CEC AND THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE

The European Economic and Social Committee (EESC) has been created as an advisory body for the European institutions such as the European Council, the European Commission and the European Parliament. It brings together representatives of the European socio-economic sector, and is divided into three interest groups: employers (Group I), employees (Group II) and other stakeholders (Group III).

CEC has developed ties with the EESC Group II via the mandates of some of its individual members (Maurizio Angelo and Georges Liarokapis), as being part of national trade-union organisations (Cida in Italy and CFE-CGC in France).



Maurizio Angelo from Cida (left) and George Liarokapis, from CFE-CGC (right) members of CEC and of EESC Group II.

### M. ANGELO:

Since the very beginnings of the European Economic and Social Committee created during the Treaty of Rome, the Italian organisation of executives, managerial and professional staff (CIDA) has been part of this important European consultative body. I have the honour of being member of EESC since 1997.

Over the last three years, the dossiers involving managers' interests have been quite numerous at EESC. I can mention the opinion of the European Parliament

and Council on the establishment of a European Work Council (EWC) or a procedure in Community-scale undertakings and Community-scale group of undertakings for the purposes of informing and consulting employees, with M. Grief as rapporteur. On this matter I could raise the importance of giving a specific representation to executives, managerial and professional staff within EWC. An amendment was adopted by the EESC to support this idea. I am sure that when all the CEC member organisations will be involved in the transposition of this Directive, managers can benefit from this amendment.

### G. LIAROKAPIS:

The EESC offers many advantages:

- It is a wide source of expertise enabling constant research of consensus.
- It is an incontrovertible link between civil society and the European Union institutions.
- The EESC has a real impact on the legislative process of the European Union.
- It can and must affect the European economic and social policy.

CFE-CGC holds one of the eight mandates given to French trade-union organisations at the EESC. Although the majority of Advisors mandated in the employees' group represent organisations members of ETUC,

the presence of a representative of CFE-CGC – co-opted by the whole employees' group – asserts the specificity of the organisation and strengthens the recognition of managers at a European level. As the president of CEC I also represent the interests of European managers at the EESC.

## OUR VISION: CEC'S QUALITY CRITERIA FOR MANAGERS

There are various views on what a good manager is and numerous books have been written on the topic. With the advent of the world financial crisis, management and managers have been blamed and criticized. Within this context, focusing on quality management criteria can help preventing moral failure of the elites in the future.

CEC and its member organisations have a long experience in matters of good governance. They have contributed to the edition of the following criteria for quality management. These criteria have not been thought to answer every upcoming issue. The purpose is to give the view of managerial staff itself and provide a guideline to individual managers so as to help them perform at their best in their profession.

Regardless of their position within the company, managers have the role of bridge builders between the central management and the workforce. They are responsible stakeholders for the sustainable benefit of companies. The following criteria build a guide to all managers from the lower levels up to the very top:

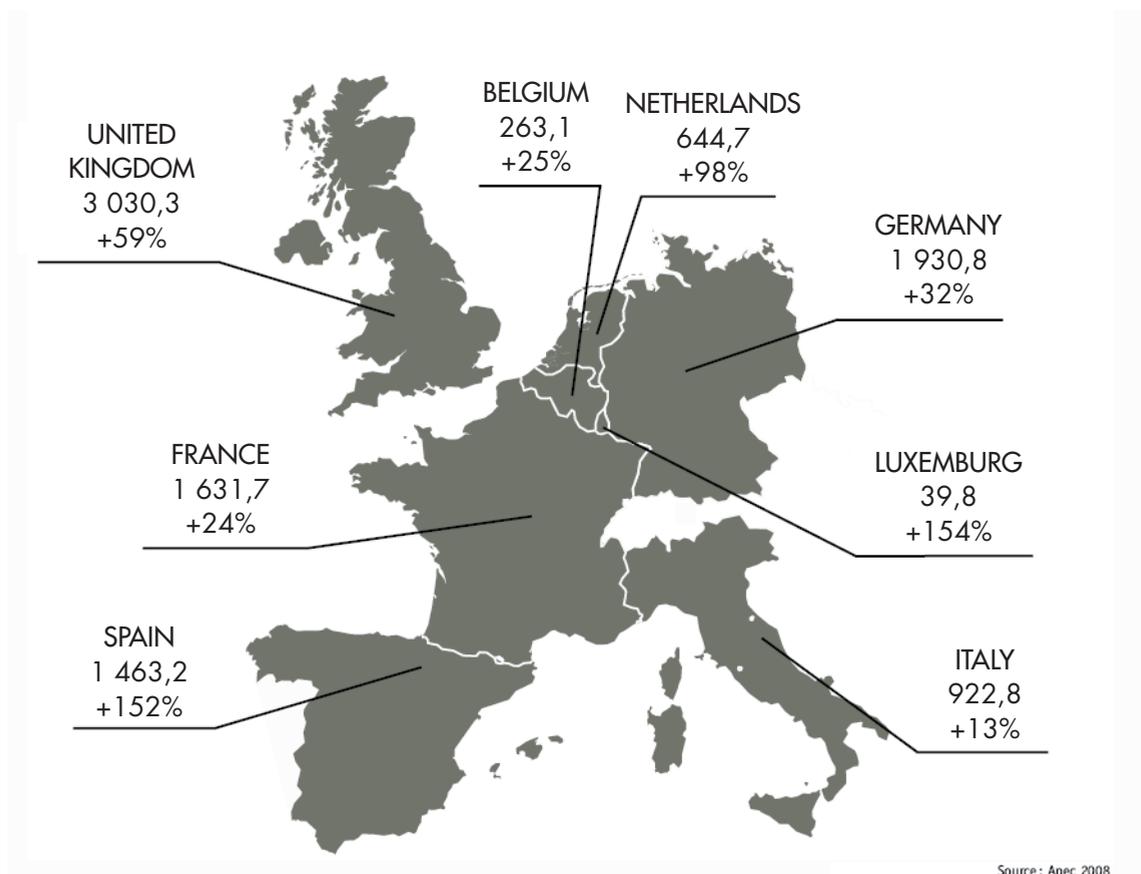
- Be and remain competent: to have professional and methodological skills but also an entrepreneurial spirit.
- Responsible and autonomous: to take responsibility in making decisions.
- Ability to anticipate: to be able to integrate innovation and change.
- Ability to play the facilitator: to be able to delegate, to have a team spirit, interpersonal skills, and excellent communications skills.
- Personal involvement: to be able to give work a meaning, to develop participative management.
- Social responsibility: to have a socially-minded attitude, to be involved in the community, to be able to encourage social dialogue, to have a critical spirit.
- A good manager is a manager who can say No as much as he can say Yes!

With the development of information and communications technologies and of new forms of labour organisation, the number of managers has been constantly growing over the past years. Given the objective of the Lisbon strategy in 2000 to build a Europe based on knowledge and innovation the figures will continue to grow.





**EXECUTIVE POPULATION IN JUNE 2008 (IN THOUSANDS) AND ITS EVOLUTION SINCE 1989 – EXECUTIVES WORKING IN ORGANISATIONS OF 10 EMPLOYEES AND MORE PRIVATE SECTOR (OUTSIDE EDUCATION AND HEALTH, SOCIAL ACTION)**



# 3 FROM 2006 TO 2009: CEC ACHIEVEMENTS

## BETTER RECOGNITION OF CEC

Increasing visibility of the organisation has been a core objective of CEC over the last three years. The first notable improvement concerns the CEC logo, adopted in early 2007. The new logo is trendier and the blue color better fits to managers' profile, being more consensual and less aggressive.



New designs have also been created for the website and the CEC bi-monthly newsletter, so as to integrate this new identity of CEC. Pictures of managers working in the different fields of activities of our member organisations show the diversity of interests represented by CEC.

The visibility of CEC has further been increased by the publicising of conferences. The yearly conferences of CEC target a wider audience, this is proven by the number (300), but also in terms of the origin of the audience. The conferences are open not only to members, but they welcome other stakeholders showing interest in the topic discussed. The speakers moderating debate have various backgrounds, from business managers, to academics, as well as members of institutional bodies.

## INCREASE VISIBILITY OF MANAGERIAL STAFF ORGANISATIONS AND DEVELOP LOBBYING TOWARDS INSTITUTIONS

### REPRESENTATION WITHIN EUROPEAN WORK COUNCIL (EWC)

Through the CEC Toulouse Conference on “Managers’ role in EWC and other information, consultation and participatory bodies” in June 2008, CEC has taken a deep interest in the presence and role of Managers in EWC and other representative bodies. This event allowed sensitizing the political deciders, the European Commission and the European social partners in the framework of the running review of the European Works Council (EWC) Directive. Currently, in the majority of the Member States, managers and executives are under-represented within EWCs. To this extent, the recast EWC Directive will have to ensure that all professional categories which have to implement the policy of the company, but which have to undergo its consequences as well as all the other employees, have the right to express their opinion and to receive the information within the representative body.

Furthermore, CEC was consulted on the revision of Directive 94/45/EC on EWCs in April 2008. Once more CEC has insisted that a specific representation of executives and managers is necessary for four main reasons. Firstly, an increasing amount of skilled jobs occupied by executives and managers are replacing those of unskilled jobs in all EU countries. Secondly, executives are a population more concerned by professional mobility within the EU, which makes them more sensitive to European matters. Then it is also essential to recognise that the principle of pluralism also applies to employees’ and workers’ representation. Finally, the management and administrative positions of executives give them better understanding of the issues, challenges and evolutions of the company. They are therefore quality partners for the upper management, as they have a general vision enabling them to better defend the interests of the employees.

## EUROPEAN TASK FORCE MEETINGS

The CEC European Task Force is composed of experts from CEC member organisations meeting every two months to elaborate concrete tools and services for individual members.

The projects of the Task Force over the past three years have been:

### Mobility tools

- establishing a document on “working conditions for managers in the different European countries”
- setting the CEC Mutual Assistance Agreement (see “Our added value”)
- implementing the CEC Managers’ Network

### Gender equality and equal opportunities

- an evaluation of CEC member organisations’ activities in the field has been conducted to prepare the CEC Stockholm Conference on “Better Performance through Diversity Equal Opportunities as an Asset for Tomorrow’s Management” in June 2007

### European survey on managers

- a special survey has been conducted throughout Europe on Managers’ view of the financial crisis
- a review of CEC member organisations’ presence and activities in companies where EWCs or other workers’ representation bodies exist

## PROMOTE EUROPEAN INTEGRATION AND DEFEND THE EUROPEAN SOCIAL MODEL

### CEC CELEBRATION OF THE 50TH ANNIVERSARY OF EUROPE

CEC opened celebrations for the 50th anniversary of the founding Treaty of Europe on the occasion of the Executive Board meeting in Berlin on 4&5 March 2007. This celebration was an opportunity to look back to the origins of the Rome Treaty and to remain aware of the objectives which still need to be achieved. With time the EU project has improved its efficiency.

It is the result of past experiences including failures and victories as well as the fusion of cultural divergences and the desire of cultivating differences in a cohesive unity. A united EU gives the opportunity to every Member State to reach goals, which are not



possible any longer at a national level. Fifty years after its launch, the united EU is still defined as a project of the 21st century thanks to three key characteristics:

- the EU is a product of peace,
- the EU contributes to mastering globalisation, an evolution which is inevitable,
- the EU is a social project.

CEC commits itself to preserve this heritage before it makes it flourish. A long-term environment consists of the following three elements: a stimulating competition, a strengthening cooperation and a uniting solidarity.

## CONSULTATIONS

The European social model has caused a lot of ink to flow. Basically, when we look at the way society is organised in the European countries, we see four permanent features: a high standard of living that has to be preserved, a generalised social protection that must be balanced at all times, a true social dialogue in companies that we should support to evolve, as well as services provided to citizens and companies by public authorities that must also be preserved. These four elements make up what we at CEC call the “European Social Model” and CEC is entirely comfortable with defending it.

Here are the themes on which CEC has been working in the last three years:

- Consultation of European social partners on reconciliation of professional, private and family life, December 2006.

- Consultation on the Green Paper: “Modernising labour law to meet challenges of the 21st century”, March 2007.
- Consultation on a possible statute for a European private company, October 2007.
- Consultation of European social partners on Flexicurity, December 2007.
- Consultation of European social partners on the review of Directive 2001/86/EC supplementing the Statute for a European company with regard to the involvement of employees, January 2008.
- CEC replies and comments to the Bureau of European Policy Advisers’ analysis on “Europe’s Social Reality – a Stocktaking”, February 2008.
- Consultation on the revision of Directive 94/45/EC on EWCs, April 2008.
- Consultation of the European social partners for a review of the sectoral social dialogue, December 2008.
- Consultation of the European social partners on the protection of workers from risks related to exposure to environmental tobacco smoke at the workplace, February 2009.

## **DEVELOP OPINION RELAYS AND BUILD PARTNERSHIP ALLIANCES**

### **PARTNERSHIP WITH MATRI: METHODOLOGY FOR THE ANTICIPATION OF INDUSTRIAL TRANSFORMATIONS**

MATRI project aims at strengthening the competitiveness of Europe in the creation of innovative products and services. It relies on the design and experimentation of a methodology to anticipate changes at human, organisational and social level. To carry on this mission, several partners have been associated to this project financed by the European Social Fund up to 1.2 million Euro: companies, social partners and representatives of local authorities, a research institute and academic partners. As a partner of the project, CEC was in charge of disseminating the results of the project. This was achieved through a conference organised by CEC on

26 January 2009 at the Economic and Social Committee in Brussels.

### **COOPERATION WITH AIRBUS FOR THE CEC TOULOUSE CONFERENCE IN JUNE 2008**

For the CEC 2008 Conference, a special partnership was established with Airbus, who hosted the event. Throughout the discussions guests from Airbus were invited and a visit of the Airbus A 380 assembly lines was organised. Organizing the event with Airbus really did increase the event’s attraction.

### **MEETING OF THE CEC EXECUTIVE CLUB**

One of the CEC ambitions is to become better known within big European companies. A better awareness of CEC’s actions as a European partner strengthens CEC’s position as a managers’ representative body. The “CEC Executives Club” has been specifically designed to answer those needs. It aims to encourage executives’ networking, while improving CEC’s recognition by companies. Visits of car companies, namely Daimler and Porsche were therefore organised on 25 & 26 June 2008 in Stuttgart.

## **COLLABORATE WITH ETUC / EUROCADRES**

As regards to the European social dialogue, CEC defends the interests of Managers through the Liaison Committee CEC/Eurocadres. This Liaison Committee is part of the employee delegation represented by ETUC.

Over the last three years, CEC has taken part in the following negotiations:

- Framework agreement on violence at work, April 2007.
- Negotiations on parental leave, since September 2008.
- Negotiations on inclusive labour markets, since October 2008.
- Ad hoc group of the European social dialogue to analyse the ECJ rulings regarding the free movement of workers, as of March 2008.

## HELP SECTORAL FEDERATIONS IN THEIR QUEST FOR RECOGNITION

The European Union Commission communication and decision of 20 May 1998 on "Adapting and promoting the social dialogue at Community level" enacted the legal basis and provisions concerning the establishment, representativeness and operation of the European sectoral social dialogue committees. Since 1998, the European sectoral social dialogue has developed rapidly, with 36 committees at present



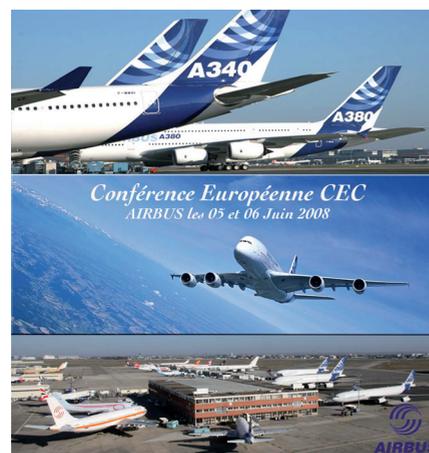
and several sectors preparing for the creation of new ones. By virtue of article 5 of the Commission decision of 20 May 2008, "the Commission shall regularly review, in consultation with the social partners, the functioning of the sectoral committees and the pursuit of their activities in the different sectors". Having regard to ten years of experience since its 1998 decision, the Commission has carried out this review in 2008-2009. This review will lead to a Commission communication, which will take stock of the implementation of the decision of 20 May 1998 and could possibly suggest changes in this decision, with a view to reinforcing the European sectoral social dialogue. Accordingly, the sectoral federations member of CEC have answered a questionnaire to give their opinion on the European sectoral social dialogue. Through the Commission's review and acknowledgement of the European sectoral social partners' comments and suggestions, CEC looks forward to a better recognition of its sectoral federations.

## CEC PAST CONFERENCES

CEC in Vienna, 5 May 2006 – "Enhancing Managers' Mobility and Employability – Towards a Genuine European Labour Market".



CEC in Stockholm, 7-8 June 2007 – "Better Performance through Diversity Equal Opportunities as an Asset for Tomorrow's Management".



CEC in Toulouse, 5-6 June 2008 – "Managers' Role in European Work Councils and other information, consultation and participatory bodies".

## POSITION ON THE CURRENT FINANCIAL CRISIS

The financial crisis affects all countries and unemployment increases in Europe including the UK. The banking and automotive sector have serious problems. This will probably have consequences on other areas of the economy. If Euro had not been adopted, most of the European national currencies would have lost a lot of their value. The UK Pound lost 30% of its value in a year. Denmark regrets not to be in the Euro zone. This is obviously an argument in favour of the European Union. No one could have imagined that states and governments might intervene to save private banks.

CEC produced a press release on the crisis in October 2008. CEC believes it is essential to analyse thoroughly and to learn from the lessons of the present crisis as quickly as possible. It is not enough to seek out the guilty parties at all levels of the economy's inflated financialisation and naively expect to identify them amongst the managerial staff alone. The whole chain of responsibility has to be assessed. CEC made four statements and proposals:

- A hidden risk is even riskier: The word "risk" seems to have escaped from some people's mind in their thoughtless scramble proceeds of short term greed.
- All glory to the ratings oracles!: Those ratings providers that worked improperly and purposely mis-mapped the economic road forward should be closed or at least fined accordingly. Inducing systematic error instigating such damage is irresponsible behaviour.
- Investment "Junk": No one knows what some of the most dynamically managed Investment Funds contain. No one has any idea of what is junk or where it is. Yet banking establishments have recommended these investments as being safer than shares in well-established companies with clear management and accounting systems. It is clear that a European, or even better, a global regulating authority needs to be set up and soon.

- Clearing up deposits and credits: The clearing system for sums due for personal loans and savings bank reimbursement should be regulated at a European level. Otherwise, clients of a foreclosing bank suffer a two-fold loss. Legislative action appears the only way to harmonise regulation across Europe.

To regain trust as soon as possible, the Member States should buy the endangered banks and gradually privatise them in the future. As a European social partner, CEC will actively participate to the finding of solutions in order to limit as much as possible the inevitable social and economic consequences to come.

How can Europe go ahead and create new jobs? How can the economy restart? The answer to this question has certainly to do with consumption and trust. Growth may also come from the so called "Green Economy". Being environmental friendly the Green Economy is supposed to generate new jobs. Sectors concerned are mainly energy and renewable energy, construction and automobile. There is certainly a need for innovation and creativity, which is the next topic of the CEC yearly conference in June (see below, "Our next conference on Creativity and Innovation").

## ANTICIPATE INDUSTRIAL TRANSFORMATIONS TO BOOST EUROPEAN COMPETITIVENESS

In this period of economic and social uncertainty, it is highly relevant to identify the competences – and thus the jobs – that our societies should develop and those they should abandon in the field of R&D.

MATRI project aims at strengthening the competitiveness of European poles in the creation of innovative products and services. It relies on the design and experimentation of a methodology to anticipate changes at human, organisational and social level.

To carry on this mission, several partners have been associated with this project financed by the European Social Fund up to 1.2 million Euro:



- companies - Capgemini, STMicroelectronics
- social partners – CEC European Managers, CFE-CGC and CIDA - and representatives of local authorities - AEPI
- a research institute - Fraunhofer Gesellschaft
- academic partners - INPG, Henley Management College, Politecnico di Torino, and Fondazione ISTUD.

The dissemination conference organised by CEC on 26 January 2009 at the European Economic and Social Committee in Brussels presented the main conclusions of the project.

Good practices to keep in mind:

- To set up “Job Observatories” to understand the impact of technological and economical changes on competences;
- To set up tools to anticipate the new repartition of tasks and occupations between sites and company’s partners;
- To identify new competences linked to the new imperatives of cooperation and coordination;
- To take into account the collective dimension of key competences to face the complexity of R&D projects;
- To set up working groups open to local and social partners to define action plans;
- To design a global training offer to acquire new competences (jobs in evolution, new jobs, new roles);

- To define “type paths” within the company to ease mobility;
- To set up local mobility pools to accompany the persons in their path within the company or in the local economic environment.

## CEC’S EUROPEAN SURVEYS

For the first time in 2009, CEC has launched a European-wide survey through its members’ networks to find out about managers’ opinion on the financial crisis. We are currently obtaining the results of this survey. If they are significant, CEC considers launching further surveys.

One such project would be the launch a survey on the population of managers across Europe. We believe that this tool is needed as the European population of managers is constantly growing and very little comprehensive and comparative knowledge is available in Europe.

CEC could then become a reference on the specific population of managers. Many challenges could be addressed: globalisation, diversity, active ageing, flexicurity, sustainable development, innovation, etc.

This tool would be very valuable for CEC and its member organisations. It can help adapt better to the needs of its audience, provide adequate services and better represent their interests.





# Creativity and Innovation European Year 2009

## **OUR NEXT CONFERENCE ON CREATIVITY AND INNOVATION**

Europe can only cope with global competitiveness through innovation and creativity. European research has a high level. Public authorities spend large sums of money to encourage innovation. European companies wish to be more innovative but obstacles to innovation remain while not being clearly identified. Executives, managerial staff and other professionals recognize that being innovative and creative are quality criteria for career development, stress resistance and to remain employable in the long term.

CEC European Managers, as the European social partner representing executives and managerial staff, equates to the driving forces in the knowledge society, believes it is its duty to address this issue and come with concrete proposals on how to stimulate creativity and

innovation. With this initiative, the CEC will bring its contribution to address the challenges facing European employment and social policy as laid down in the EU Lisbon Strategy. CEC seeks to answer the following questions:

- Are the European funds for the Lisbon strategy used in the most effective way?
- What is lacking in Europe for becoming as innovative as Japan?
- Is there any particular state of mind for innovation?
- What are the advantages and disadvantages of Europe in this regard?
- How does one become creative?

This event will take place in the European Parliament in Brussels on June 4, 2009.

## CEC NATIONAL MEMBER ORGANISATIONS



### CCP - CONFEDERACIÓN DE CUADROS Y PROFESIONALES (SPAIN)

Calle Vallehermoso n°78 - 2a planta  
ES - 28015 MADRID

Tel.: 34/91 534 83 62 - 534 66 72

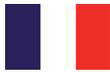
Fax: 34/91 534 05 14

E-mail: comunicacion@confcuadros.com

www.confcuadros.com



CONFEDERACION DE CUADROS Y PROFESIONALES



### CFE-CGC - CONFÉDÉRATION FRANÇAISE DE L'ENCADREMENT (FRANCE)

59-63, rue du Rocher -  
FR - 75008 PARIS

Tel.: 33/1 55 30 12 12

Fax: 33/1 55 30 13 13

E-mail: b.salengro@cfecgc.fr

www.cfecgc.org



DONNONS DE LA FORCE À VOS COMPÉTENCES



### CIDA - CONFEDERAZIONE ITALIANA DEI DIRIGENTI E DELLE ALTE PROFESSIONALITÀ (ITALY)

Via Padova 41

IT - 00161 ROME

Tel.: 39/6 97 60 51 11

Fax: 39/6 97 60 51 09

E-mail: dirigenti@cida.it

www.cida.it



### CNC/NCK - CONFÉDÉRATION NATIONALE DES CADRES NATIONALE CONFEDERATIE V/H KADERPERSONEEL (BELGIUM)

Bd. Lambertmont, 171, b4

BE - 1030 BRUXELLES

Tel.: 32/2 420 43 34 ou 420 41 71

Fax: 32/2 420 46 04

E-mail: cnc.nck@skynet.be

www.cnc-nck.be



### CROMA - HRVATSKO UDRUŽENJE MENADŽERA I PODUZETNIKA CROATIAN MANAGERS' AND ENTREPRENEURS' ASSOCIATION (CROATIA)

Ilica 390a

HR - 10000 ZAGREB

Tel.: 385/14 83 87 09

Fax: 385/14 81 17 87

E-mail: croma@croma.hr

www.croma.hr



### CUQ – CONFEDERAZIONE UNITARIA QUADRI (ITALY)

Via Assarotti, 9

IT - 10122 TORINO

Tel./ fax 39/011 56 12 042

e-mail: confquadri@tin.it

www.sinquadri.it



### ACEO (EASE) - ASSOCIATION OF CHIEF EXECUTIVE OFFICERS (GREECE)

24, Fleming str.

GR - 15123 N. Filothei, MAROUSI

Tel.: 30/210 68 94 323/4

Fax: 30/210 68 31 748

E-mail: secr@ease.gr / aceo@ease.gr

www.ease.gr



ΕΤΕΡΑ ΑΝΤΙΣΤΑΣΗ ΣΤΕΚΕΙΝ ΕΤΕΡΕΣ ΕΙΣΕΙΝ  
ASSOCIATION OF CHIEF EXECUTIVE OFFICERS



### KADRA - POROZUMIENIE ZWIĘZ KÓW ZAWODOWYCH (POLAND)

Ul. Obroki 77

PL - 40-833 KATOWICE

Tel: 48/32 204 65 71

Fax: 48/032 250 65 30

E-mail: kadra@kadra.org.pl

www.kadra.org.pl



### LEDARNA (SWEDEN)

St Eriksgatan 26, Box 12069

SE -10222 STOCKHOLM

Tel.: 46/8 59 89 90 00

Fax: 46/8 59 89 90 10

E-mail: ledarna@ledarna.se

www.ledarna.se



LEDARNA  
SVERIGES CHEFSORGANISATION



### LEDERNE (NORWAY)

Drammensveien 44, P.O. Box 2523 Solli

NO - 0202 OSLO

Tel.: 47/22 54 51 50

Fax: 47/22 55 65 48

E-mail: jan@lederne.no

www.lederne.no



### LH - LEDERNES

HOVEDORGANISATION (DENMARK)

Vermlandsgade 67

DK - 2300 KOBENHAVN - S

Tel.: 45/32 83 32 83

Fax: 45/32 83 32 84

E-mail: lh@lederne.dk

www.lederne.dk



LEDERNE  
bringer dig videre



**MAS** - MANAGERS' ASSOCIATION  
OF SLOVENIA ZDRUŽENJE MANAGER  
(SLOVENIA)  
Dimičeva 13  
SI - 1504 LJUBLJANA  
Tel.: 386/1 58 98 584  
Fax: 386/1 58 98 588  
E-mail: [manager.association@zdruzenje-manager.si](mailto:manager.association@zdruzenje-manager.si)  
[www.zdruzenje-manager.si](http://www.zdruzenje-manager.si)



**MPA** – MANAGERIAL AND  
PROFESSIONAL STAFF ASSOCIATION  
(UNITED KINGDOM)  
c/o BACM/TEAM - Danum House  
6a South Parade  
Doncaster - South Yorkshire - DNI 2DY  
Tel.: 44/208 462 77 55  
Fax: 44/208 315 82 34  
E-mail: [info@mpa-online.org.uk](mailto:info@mpa-online.org.uk)



**SNQTB** - SINDICATO NACIONAL DOS  
QUADROS E TECNICOS BANCARIOS  
(PORTUGAL)  
Rua Pinheiro Chagas, 6  
PT - 1050 -177 LISBOA  
Tel.: 351/213 581 800  
Fax: 351/213 581 809  
E-mail: [snqtb@snqtb.pt](mailto:snqtb@snqtb.pt)  
[www.snqtb.pt](http://www.snqtb.pt)



**SKO** – SCHWEIZER KADER  
ORGANISATION (SWITZERLAND)  
Schaffhauserstrasse 2-4  
CH - 8006 ZÜRICH  
Postfach - CH - 8042 ZÜRICH  
Tel.: 41/43 300 50 50  
Fax: 41/43 300 50 61  
E-mail: [info@sko.ch](mailto:info@sko.ch)  
Web: [www.sko.ch](http://www.sko.ch)



**ULA** - DEUTSCHER  
FÜHRUNGSKRÄFTEVERBAND  
(GERMANY)  
Kaiserdamm 31 - DE - 14057 BERLIN  
Postfach 191446 - DE - 14004 BERLIN  
Tel.: + 49 (0) 30 30 69 63 0  
Fax: + 49 (0) 30 30 69 63 13  
E-mail: [info@ula.de](mailto:info@ula.de)  
[www.ula.de](http://www.ula.de)



**WDF** - WIRTSCHAFTSFORUM DER  
FÜHRUNGSKRÄFTE (AUSTRIA)  
Lothringerstrasse 12  
AT - 1031 WIEN  
Tel.: 43/17 12 65 10  
Fax: 43/17 11 35 29 12  
E-mail: [office@wdf.at](mailto:office@wdf.at)  
[www.wdf.at](http://www.wdf.at)

## EUROPEAN PROFESSIONAL FEDERATIONS MEMBER OF CEC



**AECA** - EUROPEAN ASSOCIATION  
OF INSURANCE COMPANY MANAGERS  
c/o Fédération CFE-CGC de l'Assurance  
43, rue de Provence  
FR - 75009 PARIS  
Tel.: 33/1 55 07 87 60  
Fax: 33/1 49 95 98 28  
E-mail: [asso.euro.cadres@cgc-assurance.com](mailto:asso.euro.cadres@cgc-assurance.com)  
[www.cgc-assurance.com](http://www.cgc-assurance.com)



**ECMF** - EUROPEAN COMMERCIAL  
MANAGERS FEDERATION  
Immeuble La Rotonde  
Rte de Paris - ZI Nantes-Carquefou  
FR - 44470 CARQUEFOU  
Tel.: 33/6 62 82 58 89 ou 33/6 62 66 61 49  
Fax: 33/2 72 22 04 12  
[www.ecmf-europa.eu](http://www.ecmf-europa.eu)  
[info@ecmf-europa.eu](mailto:info@ecmf-europa.eu)



**eTIC** - EUROPEAN FEDERATION OF  
MANAGERIAL STAFF IN TECHNOLOGIES  
OF INFORMATION & COMMUNICATION  
35, rue du Faubourg Poissonnière  
FR - 75009 PARIS  
Tel.: 33/6 82 81 30 09  
E-mail: [contact@etic-managers.eu](mailto:contact@etic-managers.eu)  
[www.etic-managers.eu](http://www.etic-managers.eu)



**FECC** - EUROPEAN FEDERATION OF  
MANAGERS IN THE CONSTRUCTION INDUSTRY  
15, rue de Londres  
FR - 75009 PARIS  
Tel.: 33/1 55 31 76 76  
Fax: 33/1 55 31 76 33  
E-mail: [contact@cgbtp.com](mailto:contact@cgbtp.com)



**FECCIA** - EUROPEAN FEDERATION OF MANAGERS IN THE CHEMICAL AND ALLIED INDUSTRIES  
56, rue des Batignolles  
FR - 75017 PARIS  
Tel.: 33/1 42 28 28 05  
Fax: 33/1 42 28 12 99  
E-mail: info.feccia@feccia.org  
www.feccia.org



**FECEC** - EUROPEAN FEDERATION OF MANAGERS IN THE BANKING SECTOR  
2, rue Scandicci  
FR - 93500 PANTIN  
Tel.: 33/1 40 58 10 50  
Fax: 33/1 40 58 10 10 51  
E-mail: carlo.zappatori@alice.it  
www.fecec.eu



**FECER** - EUROPEAN FEDERATION OF EXECUTIVES IN THE SECTORS OF ENERGY AND RESEARCH  
5, rue de la Rochefoucauld  
FR - 75009 PARIS  
Tel.: 33/1 55 07 57 00  
Fax: 33/1 55 07 57 57  
E-mail: matthias.hessling@gmail.com  
www.fecer.eu



**EDEM** - EUROPEAN FEDERATION OF MANAGERS IN THE STEEL INDUSTRY  
Felsbergerstr. 22  
DE - 66798 WALLERFANGEN  
Tel.: 49/68 31 96 49 29  
E-mail : norb.mueller@web.de



**FICT** - EUROPEAN MANAGERS IN THE TRANSPORT INDUSTRY  
59-63, rue du Rocher  
FR - 75008 PARIS  
Tel: 33/1 55 30 13 49  
Fax: 33/1 55 30 13 50  
E-mail: ficteurope@laposte.net  
www.ficteurope.supersite.fr

## CEC OBSERVERS



**CMA** - CZECH MANAGEMENT ASSOCIATION (CZECH REPUBLIC)

Podolská 50  
CZ - 147 00 PRAGUE 4  
Tel.: 42/2 41 43 11 49  
Fax: 42/2 41 43 11 49  
E-mail: cma@cma.cz www.cma.cz



**ESHA** - EUROPEAN SCHOOL HEADS ASSOCIATION  
Avs c/o Ellen de Jong  
Nieuwegracht 1

Netherlands – 3512 LB UTRECHT  
Tel/ 31/30 236 10 10  
Fax: 31/30 236 10 36  
E-mail: office@esha.org www.esha.org



**F.I.R.A.S.-S.P.P.**

Via Taranto, 18  
IT -00182 Rome  
Tel: 39/6 70 03 13 51  
Fax: 39/06 70 45 40 26  
E-mail: segreteria@firas-spp.it  
www.firas-spp.it



**MCM** - MONTENEGRIN CONFEDERATION OF MANAGERS (MONTENEGRO)

Trg Republike bb (Podgoričanka III sprat – MBC)  
Montenegro, 81000 Podgorica  
Tel: 38/269 076 032  
E-mail: info@managercg.org



**MSZ** - MENEDZSEREK ORSZÁGOS SZÖVETSÉGE NATIONAL MANAGERS ASSOCIATION (HUNGARY)

Kuny Domokos u. 13-15  
HU - 1012 BUDAPEST  
Tel.: 361/225 87 91  
Fax: 361/225 87 92  
E-mail: menszov@axelero.hu  
www.manager.org.hu



**SAM** - SERBIAN ASSOCIATION OF MANAGERS (SERBIA)

Smiljanićeva 24, III sprat  
11000 BEOGRAD  
Tel: 381/11 308 76 04  
Fax: 381/11 344 64 61  
office@sam.org.rs www.sam.org.rs



# CEC

EUROPEAN MANAGERS

# NETWORK

[www.cec-managers.org](http://www.cec-managers.org)



Join the CEC executives  
and managers network

[www.cec-managers.org](http://www.cec-managers.org)

**FORUM** ● **CONTACTS** ● **NEWS** ● **JOBS**

