



# CEC

## EUROPEAN MANAGERS

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# ACTIVITY REPORT

## 2009-2010



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**ACTIVITY  
REPORT  
2009-2010**



**EUROPEAN MANAGERS**

**CONNECTING  
EUROPEAN  
MANAGERS**

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## FOREWORD FROM THE EXECUTIVE OFFICERS

### 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, the services and the 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 the 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 the 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 2009/2010

#### CEC CONFERENCE ON INNOVATION – JUNE 2009

« How to stimulate Creativity and Innovation » has been the topic handled through this conference

at the European Parliament, Brussels in June 2009.

CEC members came to the conclusion that although billions of European funding are spent for Innovation (more than 70 billion Euros over the past decade), yet, innovation is still not strong enough to enable Europe to remain competitive and face the economic crisis. To improve the situation and make innovation a real provider of new qualified jobs, it is necessary to establish a more efficient link between Public or Private Research actors and Market-oriented business. To cover this final gap, CEC published 10 Ideas strengthening Innovation and Creativity and disseminated it to a large public.

#### CEC AT THE TRIPARTITE SOCIAL SUMMIT – OCTOBER 2009

Under the Swedish Presidency of the European Union, CEC participated to the Tripartite Social Summit ensuring that the

voice of managers reaches officials, such as the President of the Commission himself, several Commissioners, Prime Ministers and Ministers of labour of three European countries (Sweden, Spain, Belgium) but also officials of the major European social partners.



Georges Liarokapis

#### CEC OBSERVATORY FOR MANAGERS FUNDED BY THE COMMISSION – MARCH 2010

The number of Managers and Professional is constantly increasing in Europe with specific needs and expectations from the labour market. To cope with the lack of information in this area CEC believes that an Observatory for Managers and Professionals is necessary. A project and a funding demand have been submitted to the European Commission in common partnership with Eurocadres.

## CEC STATEMENTS AND EUROPEAN AGREEMENTS

As an official European Social Partner CEC is regularly consulted often requested by the Commission or the European Parliament. CEC and CEC members have therefore been mainly involved in the Agreement on Parental Leave, the Inclusive Labour Market, the EU2020 Strategy, the Sectoral Social Dialogue, the Greener Economy and Sustainable Development.

## CEC SUPPORTING PARTNERS IN EUROPEAN PROJECTS

Several CEC member organisations, further national social partners or universities have requested CEC partnership as to get necessary funding from the Commission. To this extent CEC has established partnerships in projects such as CCP Spain *Fit to Lead*,

CFE-CGC France *European Works Council*, FECCIA Chemical sector *Better negotiation in European companies*, Grenoble School of Management France *Strengthen competitiveness of Regions*, Fondirigenti Italy *Assessing Managerial Competences*, SAM Serbia *Managers in Balkans*, etc.

This year 2009/2010 CEC has continued its development establishing links and building bridges promoting the idea that Managers play a key role in the economy and contribute in a constructive social dialogue in Europe. CEC team in Brussels and all national staff of CEC members involved in the above work are proud of it.

**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-management 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 ongoing economic crisis, this bridge building capacity of managers and their organisations is even more important. Even after the economic recovery managers must contribute to face the next challenges such as demographic change and migration. They have to introduce new models to face issues such as balance of career and family life or diversity. This is a must since managers and experts need every member of our society to keep up the performance in Europe.



Ludger Ramme

Networking in Europe and beyond is another challenge we will face in the coming years. The world has become small. European companies export their goods to all continents. It is only natural that CEC also strengthens its international profile as CIC.

CEC/CIC will gather managers all over the planet and bring them together.

Managers play a certain role in society outside the company 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 within our umbrella organisation have taken the task to make this role of managers visible and clear to everybody. They also defend managers' rights and needs.

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 CEC actions and positions. Such in a way, they 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 now close to one thousand members and chances are good that it

will continue to grow. This network is also an entrance into countries where there are no managers' associations. From the members of the network we have created a panel e 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 and a voice to managers. We will

involve our members to point out their needs and expectations. The European social model, i.e.: what distinguishes our industrial relations model 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 us more competitive.

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

During my period as CEC Deputy Secretary General, I have been 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 problems that otherwise may be difficult to handle. Moreover, the managers will get better guidance in this matter, as long as their representatives are involved when the procedures are implemented at the workplace.



Annika Hage Nederström

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.

The 2009 Autumn Tripartite Social Summit took place under the Presidency of Mr Reinfeldt, Swedish Prime Minister representing the President of the European Union, and of Mr Barroso, President of the European Commission. The participants analyzed the consequences of the world economic crisis, and suggested strategies aimed at reducing the negative effects of the crisis on the labour market. The objective is to maintain a stable employment rate, by supporting the economic measures launched by the European Union and the Member States in the last few months.

On behalf of the Liaison committee CEC-Eurocadres, I had the opportunity to highlight the manager position and the importance of the manager when the crisis is a fact in the companies. It is the manager which receives production and efficiency objectives, and the need for management tends to be neglected. In conclusion I renewed the commitment of the Liaison committee CEC-Eurocadres to get involved in the European Social Dialogue, especially as regards the issues of sustainable development and lifelong learning.

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.

## **JUAN ZURIARRAIN, CEC TREASURER**

Over the past year, I have attended the meeting of the CEC Financial Control Committee with the external Auditor and the Accountant in order to present the accounts over the period 2006-2009. These accounts have been approved by the General Assembly. With the Officers, I have also prepared the budget forecast for 2010 approved by the Steering Committee.

As part of the Officers' team, I have followed other ongoing activities. A joint project has been initiated with my Spanish organisation CCP, called FIT TO



Juan Zuriarrain

LEAD (under the Leonardo da Vinci budget). The objective of this project is to enhance non-professional competences of managers to better perform at work. CEC is partner of this project, which can involve further CEC member organisations in the future.

In November, I took part in the European Commission Conference in Brussels on "Employment in Europe 2009". This conference presented the EU report, which provides analytical and statistical background highly relevant to the current policy priorities of the European Commission in times of economic crisis.

I am also in contact with the "Fundación Iberoamericana de Economía Social" to identify other organizations of managers in America. First contacts are made in several countries.

# 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, BUSINESSSEUROPE, 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 annex the detailed list of our affiliated organisations.

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

**EXECUTIVE BOARD**  
16 members  
(1 by country and by organisation)  
+ 2 members representing the professional federations

**STEERING COMMITTEE**  
Performs all the necessary actions for the running of the Confederation (it may delegate 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 representing executives and managerial staff.

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.

Registration 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 the individual members of its member organisations the guarantee 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. See in annex the list of our affiliated organisations.

## CEC WITHIN THE EUROPEAN SOCIAL DIALOGUE

The European social dialogue is a key element of the European social model in the Treaty on the functioning of the European Union (Lisbon Treaty) entered into force in December 2009. At the national level, it is complementary to the social dialogue and industrial relations and is part of the social policy of the EU, contributing to define the social standards of the Community.

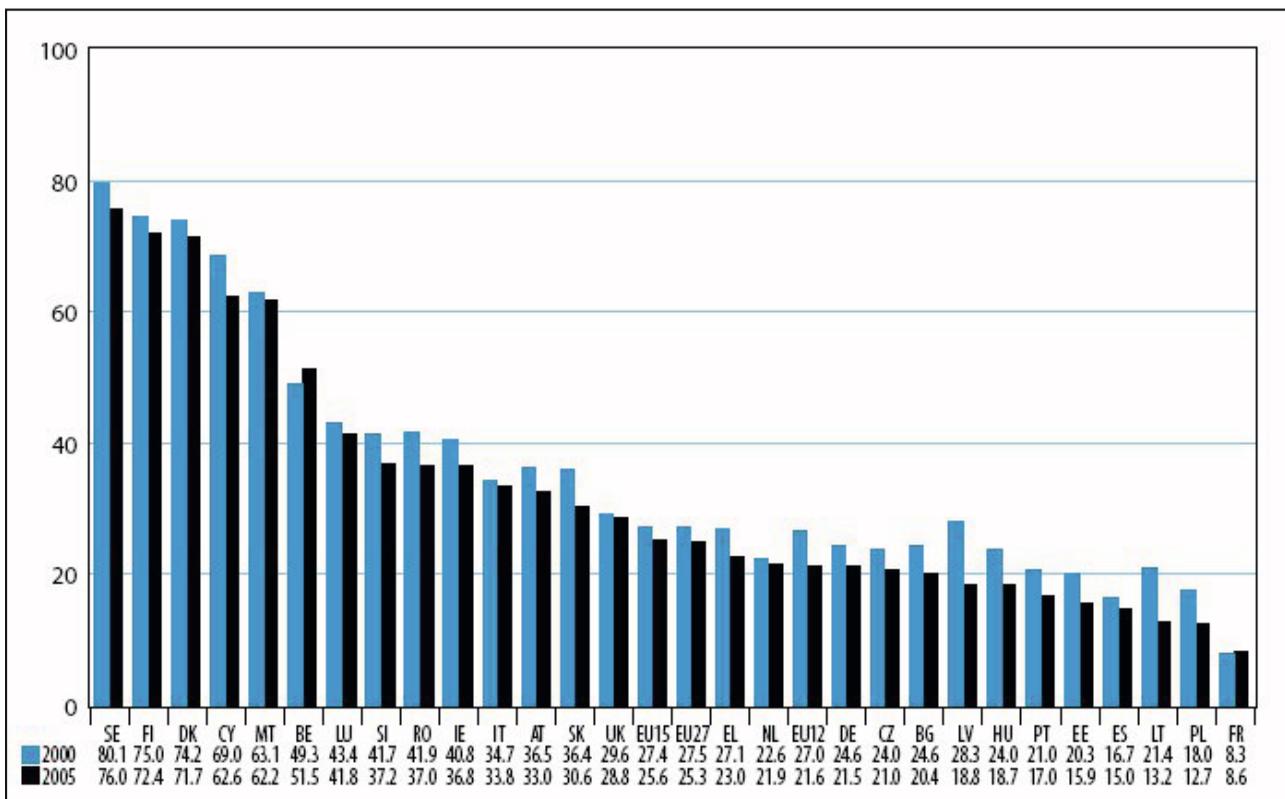
Under the European social dialogue, European social partners are consulted before the drafting of proposals for the Community social legislation. They also have the right to negotiate agreements that can then be transposed into Community law or implemented by the social partners themselves. Beyond the formal procedu-

res 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 social partners only (employers and trade-unions organisations) and a tripartite dialogue between the European social partners and the Community authorities (European Commission and Council of Ministers).

CEC is an independent organisation in the employees' delegation, which also includes 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.

## TRADE UNION DENSITY 2000-2005 (%)



Source : Industrial Relations in Europe European Commission, September 2008

## 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:

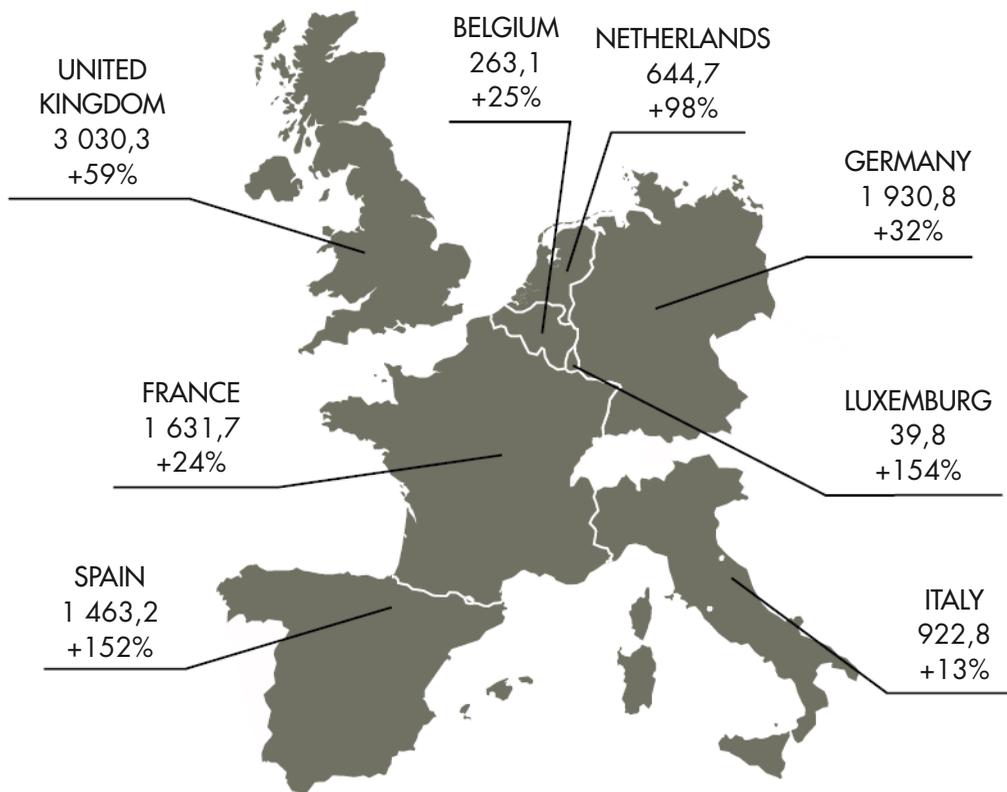
- Be and remain competent: to have professional and methodological skills but also an entrepreneurial spirit.
- Responsible and autonomous: to take responsibility in making decisions.
- Ability to anticipate: to be able to integrate innovation and change.
- Ability to play the facilitator: to be able 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. See next page.





**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)**



Source: Apec 2008

## **CEC DEVELOPMENT AXES**

### **HAVE THE PURPOSE OF MANAGERS REPRESENTATION RECOGNISED**

It is necessary to give a voice to managers, to channel their ideas, to make it easier for them to express themselves in a system of communication far from fear and unique thought. CEC European Managers subscribes to the freedom of speech. A large number of managers throughout Europe has joined the CEC's network, which confirms the relevance of this position.

### **STRENGTHEN ITS ROLE AS VECTOR OF EUROPEAN INTEGRATION**

CEC European Managers, through its website, the activity of its members and its conferences, is a European public space, which allows confronting ideas and measuring the cultural gap which can exist between two countries, two organizations, two sectors.

### **ESTABLISH RELATIONS WITH COMPANIES, UNIVERSITIES, SCHOOLS**

Executives and managerial staff are in companies, it is necessary to approach them. But we also have to think that current students are, in part, the managers of tomorrow. This is the reason why CEC European Managers has direct relations with companies but also with the "temples of knowledge".

### **CONTINUE COLLABORATION WITH ETUC / EUROCADRES**

Today, ETUC and Eurocadres are privileged partners with whom synergies are possible. CEC European Managers contributes to every request of ETUC, as two heads are better than one. We joined the ETUC delegation in important events such as the Tripartite Social Summit. Thus we present a unite voice of employees' organizations in front of the employers.

### **DEFEND THE EUROPEAN SOCIAL MODEL**

A model which has to be based on four constants: a high standard of living which must be preserved, a generalized social welfare which must be constantly balanced, a reality

of social dialogue in companies which we have to develop, as well as services supplied to the citizens and to the companies by public authorities which must be protected.

### **HELP SECTORIAL FEDERATIONS IN THEIR WISH TO ENTER THE SECTORAL SOCIAL DIALOGUE**

The role of CEC European Managers federations is not always easy. They are at the front line, between the reality of professions and the requirements of markets. The adoption by the members of the European Parliament of the CEC amendment regarding the recognition of its federations in the European Works Council Directive is a perfect illustration that federations begin to be listened to.

### **DEVELOP LOBBYING TOWARDS OF THE EUROPEAN PARLIAMENT AND OTHER INSTITUTIONS AND ORGANIZATIONS CONCERNED**

The expression and the communication of CEC European Managers' positions are also indispensable to European institutions such as the European Parliament, the European Commission and other organizations and networks concerned about training, equal opportunities, gender equality, complementary retirement plan etc.



# 3 FROM 2009 TO 2010: CEC ACHIEVEMENTS

## CEC 2009 CONFERENCE IN BRUSSELS

CEC European Managers dedicated its conference 2009, which took place on June 4th in the European Parliament in Brussels, to analyse the opportunity that innovation represents for the European economy.

against the innovation gap, because they have a key position in their companies. “The most promising way to cure the European innovation gap is the management’s proactive ambition to complete their decision competence today towards innovation excellence as a result of decisions which will be taken tomorrow”, he said.



“We don’t say enough that Europe can only cope with global competitiveness through innovation and creativity”, stated Georges Liarokapis, CEC President, during his welcome address. Even though the European research is of high level, though the public authorities spend large amounts of money to encourage innovation and though European companies wish to be more innovative, obstacles to innovation remain because they are not clearly identified. With this observation in mind, the role of social partners, and especially that of managers, is fundamental. “Executives, managerial staff and other professionals recognise that being innovative and creative are quality criteria for career development, stress resistance and to remain employable on the long term”, continued M. Liarokapis.

The main conference, entitled “Wake-up Call for European Management: It’s Innovation Time!” was lead by prof. Hugo Tschirky, from the Swiss Federal Institute of Technology (ETH). Mr. Tschirky analysed the innovation in Europe in comparison with other regions in the world, especially in the USA and Asia and he concluded that the world market share of Europe is dropping because of lack of innovation. Therefore, Mr. Tschirky encouraged managers to take an active role in fighting

One of the basis for being innovative is to listen and to be listened to. Therefore, after the conference of Mr. Tschirky, discussion groups were created and their work served as a tool for debates in the afternoon. The objective was to find ideas to stimulate creativity and innovation, practical ideas that could be implemented immediately. In order to help develop the ideas, CEC European Managers had called three innovation specialists: Dimitris Assimakopoulos, Professor of Information Systems & Technology Management at the Grenoble School of Management in France, Jean Michel-Camin, inventor and engineer at France Telecom, and Paul Meller, experienced reporter specialized in economic and technological issues, who joined Mr. Tschirky during the debate.



## 10 IDEAS – A PRACTICAL TOOL FOR INNOVATION MANAGEMENT

As a follow-up to this conference, CEC European Managers provides a practical tool for innovation management and suggests ten ideas to be implemented by managers in their own companies.

## 1 PUT ASIDE PRECONCEIVED IDEAS, INNOVATION IS VITAL

Innovation must be a behaviour and must be seen as a source of competitiveness. Leadership, open-mindedness, being close to employees and interest in new technologies are essential attributes of an innovative manager.

## 2 INNOVATION MUST NOT BE SEEN AS A CONSTRAINT

Ideas are the basis of innovation but giving ideas must always remain a possibility, not an obligation. Managers should give employees autonomy and let them free to express their ideas. Time for reflection is also important.

## 3 TO INNOVATE, WE MUST LEARN TO THINK OUT OF THE BOX

Managers face many constraints in terms of innovation, especially regarding legal framework. However some laws have been created to encourage innovation. Managers should also act together in order to change the most important constraints.

## 4 CULTURE OF INNOVATION: LISTEN BEFORE ACTING

Communication is vital to find new ideas. Managers should ensure feedback with internal and external actors. The ideas of people working directly on a product are essential. It is important to establish structures of formal and informal communication.

## 5 MAKING ACADEMIC RESEARCH MORE ACCESSIBLE

Universities and other academic institutions are main sources of innovation. Organisations should seek agreements with universities, invest in academic research and use these kinds of partnerships to identify and recruit creative people.

## 6 INNOVATION AND SOCIAL PROTECTION ARE COMPATIBLE

Innovation and social protection are complementary.

The objective of managers is to ensure that employees work in good conditions, so as to stimulate their creativity and strengthen their commitment to the company.

## 7 NETWORKING FACILITATES INNOVATION

Innovation is not only the matter of the leaders of a company. It is essential to establish an exchange of knowledge on a regular basis, with the employees, the customers and among all the managers of the company.

## 8 REWARDING INVENTOR FEEDS INNOVATION

Innovative ideas come more and more from employees working directly on products and managers must encourage them to innovate through rewards. Economic primes, benefits and professional recognition can help foster creativity.

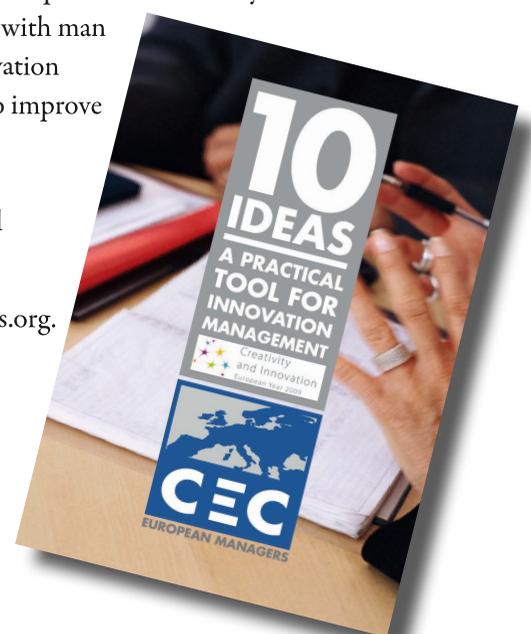
## 9 PROTECTING THE ENVIRONMENT AND ENCOURAGING INNOVATION BOTH ARE POSSIBLE

Environmental protection and innovation may seem incompatible. But innovation and creativity should be environmental friendly. An environment-unfriendly innovation is a step going backwards instead of a step going forward.

## 10 INNOVATION HAS NO SENSE IF MAN IS NOT AT ITS CENTRE

Innovation is not a goal in itself but a way to achieve better productivity and a better quality of life. We are talking about a closed process, initiated by man and which should end with man at its centre. Innovation must contribute to improve living standards.

You can download our brochure on our website:  
[www.cec-managers.org](http://www.cec-managers.org).



## **CEC INVOLVEMENT IN THE EUROPEAN SOCIAL DIALOGUE NEGOTIATIONS**

### **AGREEMENT ON PARENTAL LEAVE**

Since September 2008 CEC has been involved in negotiations revising the 1995 text on parental leave. These negotiations lead to the signature of an Agreement between the European social partners on 18 June 2009, which was approved by the European Commission and submitted to the Council of the European Union to be agreed by national governments.



Two main conditions have been defined in the Agreement. Firstly, parental leave will be increased from three to four months for each parent and will apply to all employees regardless of the type of contract (fixed-term, part-time, temporary work...). Secondly, in order to prevent common practice of transferring the parental leave period from the father to the mother, parental leave is defined as an individual right, and is, in principle, non-transferable from one parent to the other. Member States are allowed to make it transferable but at least one of the four months shall be provided on a non-transferable basis. Furthermore, parents having adopted a child can also benefit from the Agreement.

The Agreement still leaves application measures to be discussed at national level by the Members States, especially as regards the matters of income during the leave.

The Framework Agreement on parental leave has been transposed into a Directive (2010/18/EU) published in the Official Journal. It will enter into force by 15 April 2010 and the Member States will have until March 8, 2012 to implement it.

### **AGREEMENT ON INCLUSIVE LABOUR MARKETS**

Between February 2008 and December 2009, CEC was part of the employee delegation that negotiated an autonomous Framework Agreement with the other European social partners on inclusive labour markets.

On this broad subject, the Agreement proposes strategies to initiate actions and negotiations, as well as useful recommendations for the establishment of more inclusive labour markets in a concerted way among social partners. This is very important at a time when the economic and financial crisis increases unemployment and exclusion.

The main aim of the Framework Agreement is to:

- consider the issues of access, return, retention and development with a view to achieving the full integration of individuals in the labour market;
- increase the awareness, understanding and knowledge of employers, workers and their representatives of the benefits of inclusive labour markets;
- provide workers, employers and their representatives at all levels with an action-oriented framework to identify obstacles to inclusive labour markets and solutions to overcome them.

### **REPORT ON THE EUROPEAN COURT OF JUSTICE RULINGS IN THE VIKING, LAVAL, RÜFFERT AND LUXEMBOURG CASES**

In the course of 2007 and 2008, the European Court of Justice gave its judgment and interpreted existing European rules in several cases regarding the mobility of workers and companies/service providers in the framework of cross border provision of services (Laval, Rüffert and Commission vs. Luxembourg cases) and cross border establishment (Viking case).

Following the invitation received from the Employment and Social Affairs Council and the European Commission in November 2008, the European social partners including CEC, have met to discuss those issues. No agreement was reached, but an in-depth analysis of the implications of these recent rulings was conducted.



## CEC POSITIONS

### EU 2020 STRATEGY

The “EU 2020 Strategy” presents the European Commission objectives for the coming decade. In drafting this strategy, a call for proposals was made to all social partners and representatives of the civil society to which CEC responded.

CEC believes that the consequences of the world economic crisis will leave a profound mark on the functioning of the European labour market. To ensure that European workers have the necessary preparation for the challenges that await them in the future and preserve their knowledge, CEC suggests that more importance be given to life-long learning projects in an attempt to improve the employment rate of the elderly and provide young workers with new skills.

Another issue of main concern for CEC is the theme of innovation. As innovation becomes a structural factor of economic development, new innovation management tools specifically tailored with the purpose of serving the economic recovery should be implemented, such as the “innovation audit”.

### SECTORAL SOCIAL DIALOGUE

Since 1998, the European sectoral social dialogue has developed rapidly, with a current number of 40 Committees whose work is now being assessed.

CEC is concerned regarding the lack of representativity of managers in the Committees and the difficult integration process for potential new members. The current European sectoral social dialogue can only evolve towards more pluralism, but the support of the European Commission is welcomed.

### SUSTAINABLE DEVELOPMENT

CEC is strongly convinced that evolving to a more sustainable economy, based on greener productive processes can effectively prove to be the only feasible way to support the economic recovery on a planetary scale and save our environment at the same time.

CEC has recently published its position for sustainable development. Managers can contribute significantly to the development of new forms of “green” business culture both internally and through their relations with share- and stakeholders. The technology for this development is the key to success.

### GENDER ROADMAP

The roadmap for equality between men and women was launched in 2006 by the European Commission for a 4-year period. The crisis has had a negative effect on this strategy, making achievements more difficult to reach. The number of women in managerial positions in recent years is still stagnating and currently only one third of managers are women.

CEC suggests measures to be implemented in companies for the improvement of the situation of women on the labour market, especially for women managers. CEC also asks for the development of strategies to better reconcile work and private life and to encourage men to share family duties on equal footing with women.

All our position papers are available on:  
[www.cec-managers.org](http://www.cec-managers.org).

# 4 IDEAS FOR GROWTH

## EUROPEAN PROJECTS - CONFIRMED

### FOR A BETTER NEGOTIATION OF EUROPEAN COMPANIES - CHIMIE



CEC sectoral member FECCIA, engaged in the realization of a guide of good practices on transnational agreements in the sector of chemistry and related industries, with the support of the European Commission.

The presentation of the outcomes of this investigation among companies and staff representatives was carried out in Cannes (France) during a conference bringing together more than 70 European participants on September 29-30, 2009. Debates brought together trade-union representatives, employers, as well as representatives of the French Ministry of labour.

The legal framework of transnational agreements is based on contracts and not on hard labour law. Therefore actors envisage themselves the implementation methods of such agreements. To ensure their legitimacy, certain companies do apply codes of conduct. Thus European Works Council or the European or world Federations are sought to be involved in the process and the mutual recognition of the social partners remains a major condition for a negotiation to succeed.

### EUROPEAN WORKS COUNCILS – PERCEE

With the support of the European Commission and in partnership with CEC and its professional Federations, our French member CFE-CGC has developed a project

to favour the conditions of development of worker participation in European Works Councils.

The objectives of this project are threefold:

- Encourage measures intended to allow the social partners to exercise their rights and fulfil their missions with regard to information, consultation and participation in Europe-wide companies.

- Aid the establishment of new European Works Councils.
- Improve the processes of transnational information and consultation in Community-wide companies and groups of companies.

The outcomes of PERCEE will be the building of a network, the edition of an informative guide and the organisation of a European seminar in Paris on 9 and 10 September 2010.

### STRENGTHENING THE COMPETITIVENESS OF REGIONS - CAPATER

In 2009, the Grenoble School of Management (in France) presented the conclusions of its research project MATRI which aimed at strengthening the competitiveness of European poles in the creation of innovative products and services. In 2010 the Grenoble School of Management has launched a follow-up phase with the support of the European Commission under the name CAPATER.

This time the objective is to widen the capacities of the actors (higher educational establishments, unions and management, staff representatives, employees, employment agency) by building up on good practices to face the socio-economic problems of a territory and to contribute to its dynamism.

Once again CEC and its French member CFE-CGC are both partner of the project and will support the organisation of seminars and trainings in France and in Brussels.

### EUROPEAN PROJECTS - TO BE CONFIRMED

#### EUROPEAN OBSERVATORY ON PROFESSIONAL AND MANAGERIAL STAFF

Currently, there is no European strategy to support

mobility, professional and educational development of professional and managerial staff. Therefore we intend to create a European observatory monitoring employment, working, training, education and living conditions of professional and managerial staff (P&MS) with the aim to obtain comparable data about this group of employee.

The following overview of crucial questions and expected results, should give an idea about the information we lack today concerning the group of P&MS and which an observatory could provide:

	TOPICS	METHOD/INPUT	OUTPUT/RESULTS EXPECTED
1	Who are and what do P&MS today? Comparative definitions and statistical data	Definitions given by legislation, enterprises, unions (by country, by sector, by status – employee, independent, mixed) Definition and figures by country Gender, age, qualifications, social profile, position, remuneration	Comparative overview of the population of P&MS in Europe
2	P&MS and the labour market Analysis of the Labour market (+ evolution over the last 30 years)	employment rate, unemployment rate, type of contracts, sectors of activity, job creation	Adaptation and forecast capability
3	Evolution of the role of P&MS and working conditions Key skills and qualifications needed for tomorrow	Companies, organisations and individual questionnaires	Adapted education and training; adapted representation
4	Analysis of the needs of P&MS in respect of professional and private services (legal services, defence of interests, training, networking, other services professional and private services, etc)	Market surveys to identify their consumers' profiles (privileged sectors: banks/assurances/automotive...), Individual questionnaires	Adaptation of trade-unions or associations Build partnerships and sponsoring
5	Relation to work and personal development	Individual questionnaires	Tackling the idea of being happy at work
6	P&MS' decisions and their impact on society and on the environment	Everyday management and impact within the enterprises: on energy, environment, quality of work, creativity and innovation, etc.	Global vision and adapt solutions, better use of resources
7	The attitude of P&MS towards mobility	Enterprises, Individual questionnaire (statistical data on professional and geographical mobility, obstacles, elements easing mobility, impact on the recognition of qualifications, effects on remuneration, career...)	A more fluid labour market, inter-cultural and diversity management
8	Women P&MS, gender-based approaches	Research of possible differenced professional profiles by enterprises and head-hunters	Fighting stereotypes/better work life balance
9	Stages of career development by age scale	Data concerning ageing of population	The demographic challenge, or « how to stay young at all ages »

Project of the Liason Committee CEC/Eurocadres

## FIT TO LEAD

Longlife Learning Programme under the Leonardo da Vinci budget line to enhance non-professional competences of managers to better perform at work.

With our Spanish member: CCP

## OBSERVATORY ON EXECUTIVES AND MANAGERS IN THE BALKANS

Project under the European budget line “Strengthening Serbia-EU Civil Society Dialogue” aiming at creating a permanent forum of managers for the dialogue of private and public sector on the integration path of Serbia to the European Union.

With our Serbian partner: SAM

## THE EMPLOYMENT OF SENIORS IN THE BANKING WORLD IN CRISIS, ACTIVE AGEING

Project on active ageing and the challenges facing the banking sector in terms of employment in the context of the crisis.

With our professional federation in the banking sector: FECEC

**ASSESSING MANAGERIAL COMPETENCIES**  
Longlife Learning Programme under the Leonardo da Vinci budget line focalized on the development of a tool for the managerial competence assessment.

With an organisation of our Italian member: Federmanager (Italian Association of Industrial Managers), and Confindustria (Confederation of Italian businesses), BusinessEurope and YES (European confederation of young entrepreneurs)

## **CEC EUROPEAN SURVEYS**

### RESEARCH ON COLLECTIVE AND INDIVIDUAL CONTRACTS FOR MANAGERS

As a European social partner representing managers and executives, it is the role of CEC to assess and analyse the evolution of the different contract conditions of managers and executives in Europe. To this effect, CEC is

conducting a survey between February and June 2010, interviewing a panel of managers’ representative organisations and companies throughout Europe.

The results of this survey will be presented during the next CEC conference on 18 June 2010 in Verona (Italy). A database detailing answers by countries will soon be available on our website: [www.cec-managers.org](http://www.cec-managers.org).

### WOMEN IN LEADERSHIP

Beyond any doubt the future labour market in the EU will be influenced by the retirement of employees born in the 1940s and 1950s; the so-called “Baby-Boomers”. The retirement of this particular group of employees will not pass unnoticed as it will take up a relatively large portion, if not the vast majority of management positions.

The shortage of competent leaders and managers is a most realistic scenario and the situation calls for immediate action by private companies and public authorities. One obvious solution to the retirement problem would be to encourage private businesses and the public sector to employ more women in management positions. However, experience shows that this is not an easy thing to do successfully.

In the Scandinavian countries it has been a source of wonder that despite a very high participation rate and a very family friendly legislation, female leaders still make up only some 25% of all managers in the private sector.

To tackle this issue, CEC has launched in collaboration with its Danish member Lederne, a survey addressed to its member managers, so as to get a first picture of the state of mind throughout Europe. Results should be available by Autumn 2010.

## **OUR NEXT CONFERENCE ON COLLECTIVE AND INDIVIDUAL CONTRACTS FOR MANAGERS**

The past two decades have brought extraordinary changes with the development of a global market and a global economy. For the European Union, the expanding of borders has made differing norms of working conditions across the continent become increasingly apparent. Over this period, managers' population in Europe rose by 50%, while the employees' population grew by only 18%. These figures highlight the central place of managerial staff in companies European wide. CEC feels it is its role to study these changes and present a first overview for 2010 by conducting research on managers' contract conditions in Europe.

This will be the theme of our next conference organised together with our Italian member CIDA, which will take place in Verona (Italy) on Friday, 18 June 2010.

It will be the occasion for a selection of representatives of organisations and companies to present their experience during a discussion with the various stakeholders on the outline of the evolution of managers' status.



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