

CEC EUROPEAN MANAGERS ACTIVITY REPORT 2013 - 2015

THE VOICE OF EUROPEAN MANAGERS





HIGHLIGHTS

- 1
- 2
- 3
- 4

Appeal to the Europeans: "A call for Europe"

Our European project "Promoting Women's' Leadership"

Relaunching the EU social dialogue

The people we represent: our definition of manager

9

12

19

24



CEC EUROPEAN MANAGERS

Rue de la Loi 81a
1040 Brussels - Belgium

-  0032 2 420 10 51
-  0032 2 420 12 92
-  info@cec-managers.org

TABLE OF CONTENTS

HIGHLIGHTS	1
FOREWORD FROM THE OFFICERS' TEAM	4
WHAT WE HAVE DONE 2013-2015	
OUR POSITIONS	8
OUR PROJECTS	11
OUR EVENTS	14
WHAT IS CEC EUROPEAN MANAGERS ?	20
OUR STRUCTURE AND BODIES	21
FACTS AND FIGURES	22
THE PEOPLE WE REPRESENT: OUR DEFINITION OF A MANAGER	24
THE RELAUNCH ACTIVITIES OF CIC	26





ANNIKA ELIAS
PRESIDENT

CEC EUROPEAN MANAGERS IS AN ORGANISATION WITH GREAT POTENTIAL

Representing more than one million managers all over Europe, we have the possibility to make a real difference. The voice of managers is more important than ever, in social dialogue as well as in society, both on a European and a national level.

During the 2012-2015 mandate three main objectives have been in the focus of the organisation: to strengthen our position in social dialogue, to increase the visibility



of managers in the European arena and to develop our own inner dialogue.

A specific trait of a well-functioning social dialogue is that all the people affected by it are allowed to be heard. European social dialogue has been dominated by one organisation, shutting out those who represent managers and professionals. In a labour market where these two categories make up a large piece of the total workforce, this is devastating.

In the last mandate we have succeeded, through our own effort, but also through effective cooperation with Eurocadres, in being more involved in social dialogue. All four officers have been active in various capacities.

Not all of the members of CEC European Managers are involved in social dialogue, but we are all concerned with promoting and discussing issues that are of importance to managers. In the last mandate CEC European Managers worked with two European projects, both focusing on central aspects of the situation for managers.



The first one, which was concluded in December 2012, dealt with the demographic situation in Europe and the fact that many regions in Europe risk facing a lack of managerial and professional staff in the coming decades.

The second project, which was developed as a consequence of the first, focused on the possibilities for women to work as managers in middle and high level positions. We were able to demonstrate that successfully promoting women in management comes from working at all different levels at the same time. The project "Promoting Women's Leadership" received praise from the European Commission and has been mentioned at several conferences and meetings.

Although very important, European projects are not the only way to increase the visibility of CEC European Managers. The various activities and actions need to be brought out in the open to help promote the important role of managers. During this mandate the Steering Committee has decided on a Communication Strategy for our organisation, and a new definition of the word "manager", was adopted by the Steering Committee in 2014.

To keep our voice strong and united we have to make certain that all our members feel that membership of our organisation brings some value back to them. Discussions on this subject have taken place between the officers' team and different groups of member organisations on several occasions in the last years. One of the challenges for the next team is to find better ways of communicating between the different groups of CEC European Managers. The knowledge and competence that is built on a European level can create great value if it is used by our members in their national arenas.

Europe is far from having recovered from the crisis, and the need for good leadership in politics, companies and the public sector is greater than ever. Without the best managers and leaders no business is competitive and effective and Europe will not move forward.

CEC European Managers is the voice of European managers. It is up to us to give a voice to our one million members across the whole of Europe and to make sure that they are heard.

Annika Elias



LUIGI CAPRIOGLIO
SECRETARY GENERAL

WE CAN NOW LOOK AT THE FUTURE
CHALLENGES

When a mandate comes to its end, it is always time to take stock of the many things that have been accomplished (some of them more successfully than others), with a view to providing the coming Officers' team with a clear picture of the situation.

First of all, the outgoing team has followed a consensual approach, based on a strong team spirit and aimed at adopting decisions that could be shared by its members. By sharing decisions and responsibilities, we have given a new impetus to the overall management of CEC European Managers and ensured that this cooperative style would also reflect externally, by for instance rotating participation to external events.

Internal discussions, too, were inspired by the necessity to find suitable compromises which could take into account the specificities of the diverse Members of the organisation. We could therefore avoid major tensions and sources of conflict; for that, we must also be grateful to our President, who has wisely steered CEC European Managers over the past three years.

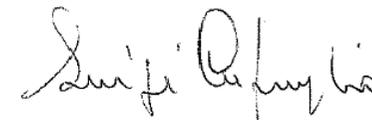
The incoming team will inherit an organisation with more visibility, thanks to the various projects, initiatives and seminars that have been organised. This increased visibility is also the result of an increased request for more presence and involvement by both the other European social partners and the European institutions in European social dialogue. We leave to the next team the task of achieving even more visibility as a European social partner, to this end our relationship with Eurocadres has been renewed and reinforced in operational terms. Hopefully the new leadership of ETUC will make this process easier.

Our structure (in terms of staff, financial management and technical infrastructure) has also improved significantly, and we can now look at the future challenges of CEC European Managers with more preparation and a greater capacity to perform.

The re-launch of our communication capacities, both internally and towards our external stakeholders, will serve as an additional tool to improve our visibility and capacity to convey messages based on those values that are specific to our category: business spirit, merit, responsibility, innovation and change. These values are necessary to ensure that the companies we work for are successful, but also for our contribution to society as a whole.

Our mission is to become and remain a reliable and effective partner within the European social dialogue, but we also have to commit to finding areas of actions that could support our smaller members in the development of management services.

Let me close this short intervention by thanking my colleagues who have supported me in my activity and by wishing the incoming Officers' team all the best for their work.



Luigi Caprioglio

WHAT WE HAVE DONE 2013-2015

OUR POSITIONS



SCAN
THE QR CODE
TO VISIT ONLINE

MARCH 2014
**FIGHTING AGAINST
 UNDECLARED WORK**

As a consequence of the financial crisis, the share of undeclared work in our economies has become larger and larger: according to some studies, the amount of undeclared work as a percentage of GDP in EU countries ranges between 7 and 32%. CEC European Managers participated in the consultation launched by the European Commission on how to enhance EU cooperation in the prevention and deterrence of undeclared work and supported the initiative of setting up a European platform for cooperation with national labour inspectorates, social security authorities, tax and employment services. The platform should improve the exchange of information and best practices in fighting undeclared work among Member States, but also develop common guidelines and principles for inspections, while increasing awareness through EU-wide campaigns.

APRIL 2014
A CALL FOR EUROPE

Ahead of the May 2014 European elections, the Executive Board of CEC European Managers approved an appeal to European citizens to cast a vote “for Europe”. CEC European Managers has had a long tradition of Europeanism, and has always strongly supported the project of uniting Europe. The European Union has brought peace and prosperity, ensuring growth and transforming our continent into a model of economic stability and political reform. Yet, the financial crisis has hit European citizens hard, revealing some structural weaknesses but mainly inspiring a strong anti-European feeling among them.

For this reason, CEC European Managers invited all its affiliates to cast a vote for Europe, to defend its social model and make sure that future generations can have the possibility to enjoy even more of the countless positive aspects of being European citizens, and not less.

OCTOBER 2014 AND FEBRUARY 2015
**REVISING THE WORKING TIME
 DIRECTIVE**

CEC European Managers has been involved in the discussions concerning a possible revision of the Working Time Directive for several years now. After the failure of the negotiations at the end of 2012, the European Commission has continued to consult social partners and other stakeholders on the issue of how to update the current legislation on working time. A first consultation was issued in June 2014 and aimed at investigating how European social partners assessed the implementation of the directive, with specific regard to transposition and evaluation of the achievements obtained.

On that occasion, CEC European Managers stressed again the importance of leaving enough room for all those workers with managerial profiles to decide autonomously the way their working time should be arranged, in a context where work-life balance needs to go hand in hand with increased working flexibility caused by technological improvements.

More recently, the European Commission launched another public consultation, in view of a comprehensive review of the directive that would take into account the fundamental changes that have occurred in the world of work. CEC European Managers took this opportunity to welcome a legislative intervention that would update

legislation to the new working schemes of the 21st century, while insisting on a new wording of the provisions applying to managerial staff that would allow for more of them to enjoy more autonomy in the definition of their working time.

OCTOBER 2014 MID-TERM REVIEW OF THE EU 2020 STRATEGY



© European Commission

Our contribution to the consultation took into account a variety of issues and areas, ranging from the need to do more to ensure that Europe can win the battle of global competitiveness, focusing on a growth path that brings quality jobs without jeopardising its social model, to the fight against poverty and social exclusion.

CEC European Managers responded to a public consultation, launched in May 2014, aimed at taking stock of the advancement towards the accomplishment of the strategy launched in 2010, with a specific reference to the degree of achievement of the objectives set and the “state” of the associated flagship initiatives.

NOVEMBER 2014 CORPORATE SOCIAL RESPONSIBILITY AND MANAGERS, A JOINT CEC EUROPEAN MANAGERS-EUROCADRES POSITION

Inspired by the EU-funded project on the role of managers in defining corporate social responsibility strategies they have presented, Eurocadres and CEC European Managers have decided to issue a joint position on CSR. The document underlines the role that managers have in the whole process of conceptualisation, planning, implementation and evaluation of standards that are used in the definition of CSR strategies adopted by companies, and calls on all concerned actors (from companies to trade unions and public authorities) to take active and concrete measures to make sure that managers are involved in all stages of the application of CSR strategies.

MAY 2015 PROTECTION OF TRADE SECRETS AND PROFESSIONAL MOBILITY

In September 2015, the European Parliament will discuss in a plenary session a proposal for a directive on the protection of trade secrets. CEC European Managers believes that ensuring a uniform system to protect business information and any other form of “immaterial” property rights goes in the direction of a further reinforcement of the single market and provides additional support to European companies in global competition. Yet, any legislation adopted in this field must ensure that the professional mobility of workers (and of managers more in particular) is not hindered by provisions that could prevent them from moving to another employer in the same professional domain.



WHAT WE HAVE DONE 2013-2015

OUR PROJECTS

EUROPEAN PROJECT “PROMOTING WOMEN’S LEADERSHIP”



One of the conclusions of the 2012 CEC European Managers project on demographic change was that increasing the rate of female participation in the managerial workforce would help cushion the effects of demographic decline in the European population of managers. Against this background CEC European Managers together with Eurocadres, Ledarna and CFE-CGC as partners, have proposed a project (funded by the European Commission) on the promotion of women in leading, decision-making jobs, in order to increase the proportion of women in positions of middle and higher management.

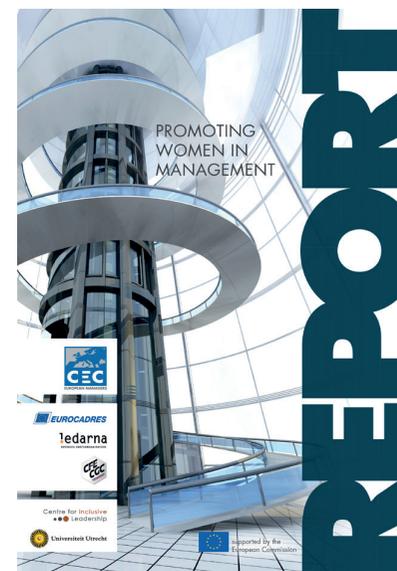
The project was structured around two main studies: on the one hand, an assessment of the current situation of women in middle and high management positions in seven selected European countries, focusing on figures and analysing the influence of the various legislative approaches adopted in the different countries over the years. This study was conducted by Professor Linda Senden, from the University of Utrecht.

The main conclusions show that “hard-law” solutions (like gender quotas) have proven more effective, and that progress (in terms of women achieving managerial positions in boards) has been rather slow.

The second analysis looked at the issue from the perspective of companies, based on the principle that having more women in managerial positions is not only a matter of equality and fairness, but mainly a business issue.



DOWNLOAD OUR REPORT

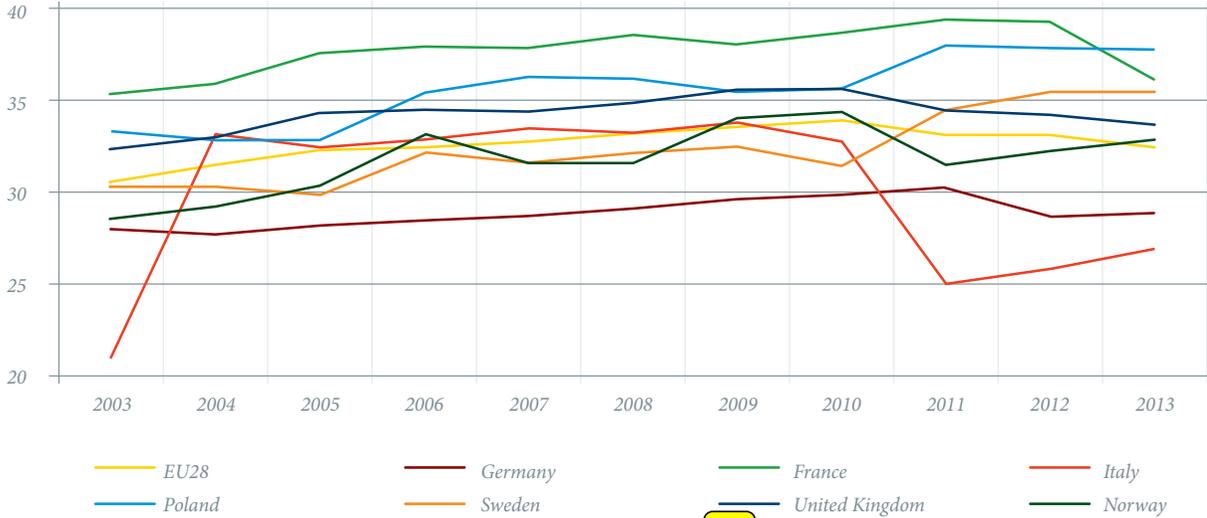


Several interviews have been conducted by Ms. Mirella Visser, one of the leading experts in the field of equality between women and men in executive positions, to female managers and HR supervisors of European companies who have proven successful in tackling professional gender equality.

Interviewees were asked to reply to a set of questions, including providing personal stories of their experience as female employees in the company.

All the replies have been put together in a collection of best practices that can be of inspiration for other companies and workers’ representatives.

Share of women among managers (ISCO1)



FOR MORE INFORMATION, PLEASE VISIT:
WWW.WOMENINMANAGEMENT.EU



EUROPEAN MANAGERS' PANEL

This project aims at setting up a panel of individual managers, affiliates to CEC European Managers member organisations, who would be willing to participate in EU-wide online surveys on managerial issues.

The results of these surveys would then be used to present the position of European managers on specific themes, increasing the visibility of CEC European Managers and influencing the public debate on topics of great interest for managers.

During the conference that will follow the Lisbon Congress in May 2015, a presentation will be made of the advancement of the project.



WHAT WE HAVE DONE 2013-2015

OUR EVENTS

Events organised in the framework of our European project “Promoting Women’s Leadership”

26 OCTOBER 2013
KICK-OFF MEETING

A one-day seminar, organised in Madrid, to present the content of the project and raise the awareness of Member organisations on the issue. The seminar comprised three workshops (moderated by Ms. Mirella Visser) focusing on how to promote the advancement of women in managerial careers.



Participants could also attend two presentations: one focused on the current state of female representation in managerial positions in Spain, while the other illustrated an initiative launched in Sweden, called “The Battle of Numbers”, to support companies in increasing their shares of female managers.

26-27 JUNE 2014
EUROPEAN CONFERENCE



More than 100 participants gathered in Cannes to attend the presentation of the first results of the studies commissioned for the project, but also to further discuss the question of professional gender equality from different perspectives. Additional contributions came from CIDA and Ledarna, two national Member Organisations presenting the respective states of female participation in the managerial workforce and the initiatives adopted to improve this; from representatives of companies, illustrating the best practices adopted internally; from Eurofound, from ETUC, presenting the Gender Toolkit (an initiative adopted by EU Social Partners to achieve gender equality on the workplace) and finally from experts and consultants in gender equality and diversity at work.



24 FEBRUARY 2015 LAUNCH EVENT

After the conclusion of the project, the results of the studies were presented to the public at a launch reception in Brussels. The event, hosted by MEP Anna Hedh of the S&D Group, was attended by approximately 50 participants representing social partner organisations, NGOs, European institutions and the media. In addition to the authors of the two studies, speakers at the event included the host, MEP Hedh; Ms. Annika Elias, President of CEC European Managers; Ms. Siegfried Caspar, from the European Commission; Mr. Christophe Lefevre and Mr. Martin Jefflen, representatives respectively of the project partner organisations CFE-CGC and Eurocadres and finally Ms. Rogström, one of the female managers who participated in the interviews.

Other events



11 APRIL 2014 EUROPEAN CONFERENCE "THE ROLE OF MANAGEMENT IN THE EUROPEAN ECONOMY", ATHENS

The event was organised by HMA, one of the two Greek Member associations of CEC European Managers, in cooperation with ACEO (the other Greek Member association) and CEC European Managers.

More than 100 participants gathered in Athens to discuss and exchange ideas on what could and should be the role and contribution of management to support Europe in its strategies to ensure growth and prosperity in the current weak macroeconomic scenario.

The one-day event was structured around four sessions, each one devoted to four distinct aspects: management and leadership, the importance of networking as a tool for development, managerial attitudes for the benefit of SMEs and innovation through management.

11 OCTOBER 2014
ROUND TABLE “EUROPEAN MANAGERS AND THE CRISIS”, ROME



With the support of CIDA, the Italian confederation of managers, CEC European Managers organised a round table with more than 40 participants to exchange ideas on the current economic and financial crisis, discussing the analysis of managers of its causes but mainly of the measures to adopt to help European economies overcome this. Speakers at the debate, moderated by Secretary General Luigi Caprioglio, were Mr. Silvestre Bertolini, President of CIDA, CEC European Managers’ President, Ms. Annika Elias and Mr. Gianfranco Polillo, economist and former member of the Italian government.

Joint Eurocadres – CEC European Managers project “European Managerial Model for Social Responsibility”

The project, presented by Eurocadres in partnership with CEC European Managers, focused on the analysis of the role of managerial workforce in defining and implementing the Corporate Social Responsibility strategies of companies, with particular attention paid to the challenges and pitfalls encountered by managers in their usual work context.

Two major events have been organised in the framework of the project. A workshop was first organised in June in Madrid, where managers with experience in CSR policies were invited to share their professional experiences and exchange ideas on the main priorities and obstacles they face when dealing with the issue in the workplace.



Then in November a European conference was organised in Brussels to present the results of the workshop, provide some analysis on the state of CSR in European legislation and further discuss with representatives of European institutions and employers’ organisations the role of managerial workforce in this field.

WHAT WE HAVE DONE 2013-2015

**CEC EUROPEAN
MANAGERS AS A
EUROPEAN SOCIAL
PARTNER**

social
dialogue

CEC European Managers is one of the three recognised cross-industry social partners representing workers, together with Eurocadres and ETUC. The European social dialogue is a key element of the European social model, as defined by the Treaty on the functioning of the European Union (Lisbon Treaty) which entered into force in December 2009. At EU level, it is complementary to the domestic system of social dialogue and industrial relations and is part of the social policy of the EU, contributing to define the social standards of the Union.

In the framework of this official role, CEC European Managers participates in a series of periodical meetings with the European Commission and the other representatives of employees' and employers' organisations.

At the highest level of European social dialogue, CEC European Managers participated in the Tripartite Social Summit, a meeting organised on the occasion of the European Council summits in March and October every year (in the framework of the Liaison Committee agreement between Eurocadres and CEC European Managers, the two organisations alternate in attending the Summit) by the Presidency of the European Union, the President of the European Commission and the Council President to discuss employment and social issues in Europe at the highest level. The Summit is usually attended by the Pre-

sident; in 2014 it was the Secretary General, Mr. Luigi Caprioglio, who represented the Organisation in the presence of top European leaders.

On Thursday 5 March 2015, CEC European Managers participated in the high-level conference organised by the European Commission to mark the re-launch of social dialogue in Europe.



© European Commission

During the one-day event European Commissioners, national ministers and top representatives of national and European social partner organisations gathered to debate the current and future challenges of European social dialogue and discuss concrete ways to strengthen social dialogue throughout the European Union. Mr. Ludger Ramme, Deputy Secretary General of CEC European Managers, took the floor as a speaker in one of the conference workshops, dedicated to how to foster social partners' involvement in the sector of new technologies and digital communication.

Other activities included the participation in European negotiations on a joint employer-employee in-depth employment analysis (IDEA) and on the drafting of the incoming joint working programme of the European social partners.



© European Commission



**WHAT IS
CEC EUROPEAN
MANAGERS ?**

OUR STRUCTURE AND BODIES

STRUCTURE

CEC European Managers is composed of national organizations, established in the Member States and other European countries, and of European professional federations. CEC European Managers also has cooperation agreements with organizations which have an observer status.

Today the Organization represents around one million managers all over Europe.



From left to right:
Mr Ludger Ramme, Mr. Luigi Caprioglio, Ms. Annika Elias and Mr. Juan Zuriarrain

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

The day-to-day work is overseen by a 4-member Officers team elected for a three-year mandate. The current team is composed by Ms. Annika Elias, President (Ledarna – Sweden), Mr. Luigi Caprioglio, Secretary General (CIDA – Italy), Mr. Ludger Ramme, Deputy Secretary General (ULA – Germany) and Mr. Juan Zuriarrain, Treasurer (CCP – Spain). Its work is supported by the staff in Brussels.

STAFF

Head of Office

Matteo Matarazzo
matarazzo@cec-managers.org

Secretariat

Georgette Ould
ould@cec-managers.org

Communication

Johan Brisson
brisson@cec-managers.org

MILESTONES IN THE HISTORY OF CEC EUROPEAN MANAGERS

- 
- 1951** The French, German and Italian federations of managers and executives formed the CIC (International Confederation of Managers).
 - 1989** In the context of the strong development of European institutions, CIC becomes CEC – Confédération européenne des Cadres, to mark its ambition to play its role of social partner.
 - 1999** Formal agreement between CEC European Managers and Eurocadres to represent managers at European level via the Liaison Committee. CEC European Managers joins the employee delegation and commits more actively in EU social dialogue.
 - 2009** Official recognition of CEC as one of the six European social partners in the cross-industry and sectorial social dialogue.
 - 2013** In its study on the representativeness of European Social Partners, Eurofound confirms the role and position of CEC European Managers within the EU social dialogue.

AROUND
1.000.000

MANAGERS REPRESENTED BY CEC OF EUROPEAN MANAGERS
(CONFÉDÉRATION EUROPÉENNE DES CADRES)



18

INTERNAL MEETINGS ORGANIZED

(between 2013 and 2015)



17

INTERPROFESSIONAL ORGANIZATIONS
OF CEC EUROPEAN MANAGERS

(between 2013 and 2015)



15

EUROPEAN COUNTRIES
REPRESENTED



8

STATUTORY MEETINGS

(between 2013 and 2015)



9

EUROPEAN
SECTORIAL FEDERATIONS



THE PEOPLE WE REPRESENT: OUR DEFINITION OF “MANAGER”

(ADOPTED BY THE STEERING COMMITTEE)



MANAGERIAL STAFF

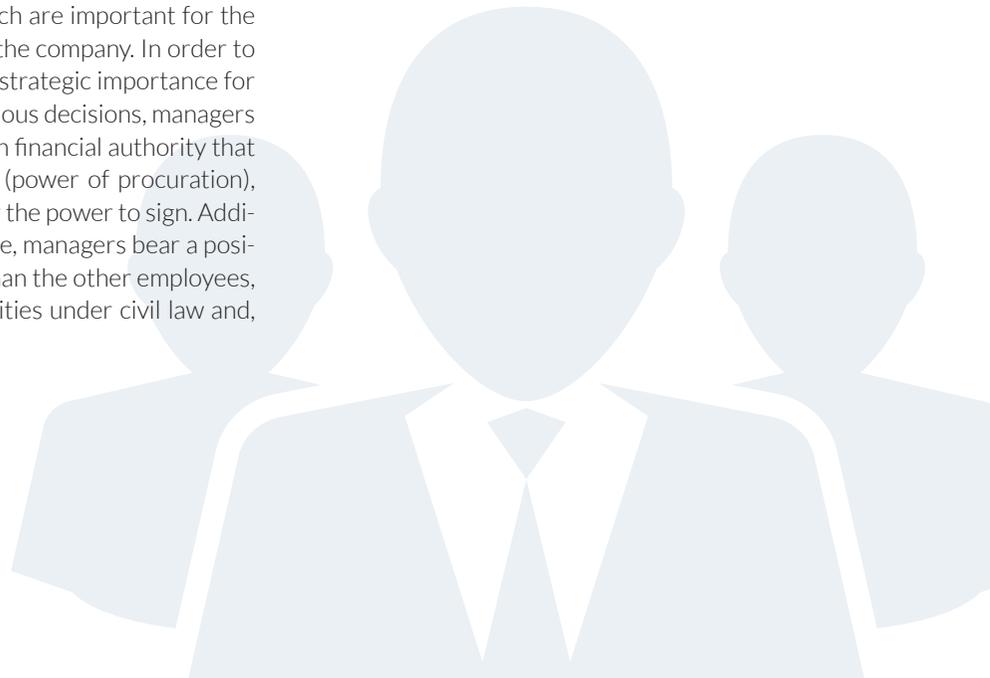
Managerial staff can be known under different names such as “senior executives”, “managers”, “directors”, “supervisors” and “experts” or similar, and may cover a range of different situations, depending on the specific features of each country.

However, all concur that managers are employees with special role to play in the companies. They are distinct from employers and from other employees and act as bridge builders between the ownership and the ordinary workforce. Therefore, managers play an essential role in defining the strategy for the development of the company and in achieving the business goals, with the support of all available company resources.

MAIN FEATURES OF “MANAGERIAL STAFF”

There are some general factors typical to all managerial staff that distinguish them from the other employees of a company or an organisation. Depending on the branch, the size of the company and its specific culture, not all but at least some of the following criteria have to be met in order to identify an employee as a manager:

- Managers are characterised by above-average levels of skills and competences, which include both formal qualification and expertise, as well as work experience.
- They enjoy substantial operative autonomy allowing them to choose their own working rhythm and methods within basic guidelines in force in the company or the organisation. Even if they don't all necessarily participate directly in the process of setting the strategic goals for the companies or the organisations they work for, they all have relevant responsibilities in ensuring their execution.
- Usually they have authority over employees. Managers have wide-ranging decision-making authority, often related to contractual duties which are important for the existence and development of the company. In order to fulfil business goals that are of strategic importance for the company and take autonomous decisions, managers are also normally endowed with financial authority that may include general authority (power of procurement), full power of representation, or the power to sign. Additionally, from a legal perspective, managers bear a position of greater responsibility than the other employees, these being special responsibilities under civil law and, in some case, criminal law.
- Due to the complexity of their duties, managerial staff usually have contracts which may include provisions for particularly long probationary and notice periods.
- Another distinctive contractual feature that differentiates managers from the other employees and workers is that a substantial part of their remuneration is based on reaching defined corporate objectives. The contribution of managers to the definition of the strategy of the company includes also the setting of the CSR principles to which the company adheres. This greater responsibility goes hand in hand with a strong ethical concern that managers must apply in their activities.



THE RELAUNCH ACTIVITIES OF CIC – CONFÉDÉRATION INTERNATIONALE DES CADRES

CIC International Managers is the first organization representing the interests of manager at international level. Created in 1951 as Confédération Internationale des Cadres, it is the forerunner of CEC European Managers and focuses on creating a world-wide network representing managers throughout the world.

The mission of CIC can be described as follows:

- to represent Managers' interests at international level, when legislation on labour conditions, international trade, workers' rights and development issues is adopted
- to build a Managers' network worldwide, helping managers to develop individual contacts all over the world and exchange on common issues,
- to sign transnational agreements,
- to monitor the issues of social dialogue at international level, ensuring the participation of managers and their representatives in collective bargaining and other forms of industrial relations on a global scale;
- to convey the voice of Managers in a series of issues, ranging from international cooperation to the protection of labour rights.

In 2012 a relaunch of the organization was decided, under the supervision and responsibility of Mr. Christophe Lefèvre, National Secretary of CFE-CGC and vice-President of CIC. The most recent developments of this process include the participation of representatives of CFE-CGC, the French organization member of CIC, in several international meetings and consultative bodies (the ILO annual International Labour Conference of Geneva, the consultative body to the OECD, the 2014 meeting of the G20 in Brisbane, Australia) and the extensive action of support to managers' association in developing countries. The latter contributed to the establishment of the African Confederation of Managers, a regional grouping of managers' associations which can represent one of the development axes for CIC in the coming years.



OUR MEMBERS

NATIONAL MEMBER ORGANIZATIONS:

- 

Austria:
WdF - Wirtschaftsforum der Führungskräfte
www.wdf.at
- 

Belgium:
CNC/NCK - Confédération Nationale des Cadres/Nationale Confederatie v/h Kaderpersoneel
www.cnc-nck.be
- 

Denmark:
LEDERNE
www.lederne.dk
- 

France:
CFE-CGC - Confédération Française de l'Encadrement
www.cfecgc.org
- 

Germany:
ULA – United Leaders' Association
www.ula.de
- 

Greece:
ACEO (EASE) - Association of Chief Executive Officers
www.ease.gr
- 

HMA (EEDe) - Hellenic Management Association
www.eede.gr
- 

Italy:
CIDA - Manager e Alte Professionalità per l'Italia
www.cida.it
- 

CUQ - Confederazione Unitaria Quadri
www.anqui.it
- 

Montenegro:
AMM - Association of Montenegrin Managers
www.amm.co.me
- 

Norway:
LEDERNE
www.lederne.no

- 

Portugal:
SNQTB - Sindicato Nacional dos Quadros e Tecnicos Bancarios
www.snqtb.pt
- 

Slovenia:
MAS - Managers' Association of Slovenia (Zdruzenje Manager)
www.zdruzenje-manager.si
- 

Spain:
CCP - Confederación de Cuadros y Profesionales
www.confcuadros.com
- 

Sweden:
LEDARNA
www.ledarna.se
- 

Switzerland:
SKO - Schweizer Kader Organisation
www.sko.ch
- 

United Kingdom:
MPA - Managerial and Professional Staff Association
www.amps-tradeunion.com

EUROPEAN SECTORIAL FEDERATIONS

Through its 9 professional federations, CEC European Managers is also present in the sectorial social dialogue.

- 

AECA - Association Européenne des Cadres de l'Assurance / European Association of Insurance Company Managers
www.cgc-assurance.com
- 

ECMF - European Commercial Managers Federation
jyfl@jyfinco.com
- 

eTIC - European Federation for Managers in Technologies of Information and Communication
www.etic-managers.eu
- 

FECC - Fédération Européenne des Cadres de la Construction / European Federation of Managers in the Construction Industry
cannavo.eu@federmanager.roma.it



FECCIA - Fédération Européenne des Cadres de la Chimie et des Industries Annexes / European Federation of Managers in the Chemical Industry
 ↗ www.feccia.org



FECEC - Fédération Européenne des Cadres des Etablissements Bancaires European Federation of Managers in the Banking Sector
 ↗ www.fecec.net



FECER - Fédération Européenne des Cadres de l'Energie et de la Recherche European Federation of Executives in the Sectors of Energy and Research
 ↗ www.fecer.eu



FEDEM - Fédération Européenne de l'Encadrement de la Métallurgie / European Federation of Managers in the Steel Industry
 ↗ norb.mueller@web.de



FICT - Fédération Internationale des Cadres des Transports / European Managers in the Transport Industry
 ↗ contact@fict-transport-international.com

OBSERVERS



Croatia:
CROMA - Hrvatsko Udruzenje Menadzera i Poduzetnika (Croatian Managers' and Entrepreneurs' Association)
 ↗ www.croma.hr



Czech Republic:
CMA - Czech Management Association
 ↗ www.cma.cz



ESHA - European School Heads Association/Association Européenne des Chefs d'Etablissement
 ↗ www.eshs.org



Hungary:
MOSZ - Menedzserek Országos Szövetsége / National Association of Hungarian Managers
 ↗ www.manager.org.hu



Italy:
F.I.R.A.S.-S.P.P.
 ↗ www.firas-spp.com



Poland:
KADRA - Polish Trade Union Alliance
 ↗ www.kadra.org.pl



Serbia:
 Serbian Association of Managers
 ↗ www.sam.org.rs

PERMANENT OBSERVERS



Canada:
 Confédération Canadienne des Cadres – Canadian Managers' Confederation
 ↗ www.ccc-cmc.com