



Activity Report

2015 - 2018



EUROPEAN MANAGERS

The Activity Report 2015 - 2018 covers CEC European Managers' activities from May 2015 to April 2018.

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Ludger Ramme

President



FOREWORD

Dear reader,

The last three years covered by this activity report have brought an acceleration of changes both at political level and in the professional lives of the managerial workforce CEC European Managers represents.

Our common project, the European Union, stands before unprecedented challenges. We all know that the Euro-crisis is yet unsolved. The world's largest democratic project loses one of its heavyweights, the United Kingdom. In various Member States, Eurosceptics gain political majorities. Meanwhile, courageous visions for a renewal of the European Union and beyond are being discredited.

CEC European Managers incorporates the double-faced challenge of bringing vision and action together.

Transformative leadership and professional management are what mark the working life of the 55 million executives, managers and professionals in the EU only. Every day, they are producing value for society by formulating visions for their companies and organisations and by managing the practical challenges in their sector. As a highly skilled part of European society, they bear particular responsibility when it comes to finding solutions to today's pressing issues.

This is the reason why CEC European Managers strategically supports European decision-makers through its two pillars.

First, we are engaging in the European Social Dialogue because we believe in its value, in its diversity and in the bridge-building functions between workers and employers of the managerial workforce.

Second, we are advocating and promoting responsible and sustainable leadership and management as a prerequisite to shape a more humane future of industry and services on our planet.

In the light of the attacks on the European project as such, we insist on not neglecting its achievements anymore. The EU has brought free trade and free movement of people, jobs and environmental standards with no precedent. If we look at our countries, most of us are better off with the EU than without. And yet, there are many obstacles to overcome. I have no doubt we will solve these challenges because we share a set of values that distinguish our societies from political extremes.

The European way is the one of overcoming divergences and proposing practical improvements in the private and working lives of its citizens. With both feet on the ground and looking towards the future, CEC European Managers is actively contributing to shape it together. With expertise and foresight.

Kind regards,

Ludger Ramme



Luigi Caprioglio

Secretary General

FOREWORD

I have been involved in CEC activities for the last 8 years, 6 of which in my capacity of Secretary-General, trying to perform at my best and often putting CEC before my professional and union obligations.

In the course of the mandate that is about to expire, we have been able to accomplish at least three main objectives:

a) We have stabilised CEC's financial situation, creating room (also thanks to the generosity of our Scandinavian colleagues) for new activities such as hiring a dedicated communication and policy officer and upgrading our infrastructures.

b) As a consequence of the previous accomplishment, we can now rely on a reinforced, more professional communication capacity.

c) We have developed our external visibility with dedicated initiatives towards our "traditional" stakeholders and institutional partners and a specific foundational document, "Managers in Europe" to which CIDA has greatly contributed.

But still a lot needs to be achieved.

First of all, the Executive Committee has undergone several changes in its composition, making it more difficult to ensure continuity.

As far as communication is concerned, we need to reinforce the existing tools – including a development of the European Managers' Panel and the successful Managers' Trends Report

in the prospect of a more systematic and direct involvement of our Members. Their constant participation and contribution to CEC's activities is a prerequisite to the good functioning of our initiatives.

At the same time, we need to invest further into "systematising" our relations with the other social partners, to increase the visibility of our European confederation. Unfortunately, we have not been able to find the necessary consensus around a precise proposal for a statutory revision that could give CEC a strong, shared institutional framework.

The newly established working group will have to find the right balance among the different voices and bring all Member organisations to unite, respecting the specificities of all. However, working on the new internal setting of CEC cannot become the only focal issue for our organisation: the context in which we operate evolves rapidly and requires from us a stable and standing presence.

The next Executive Committee will have to demonstrate its capacity to work together, focusing on common interests and shared priorities in the prevailing interest of CEC. I have tried to work following these principles and, if necessary, I will continue doing so to give continuity to the activities of CEC and prepare for the future.

Best regards,

Luigi Caprioglio



Our Positions

Highlights



Managers in Europe: vision, roles & values

In the framework of the debate on the future of the European Union, CEC has published this foundational document to express its view on current challenges such as rising Euroscepticism and growing economic inequalities in Europe.



The social dimension of Europe

As a response to the reflection paper by the European Commission and complementing the proposals on the European Pillar of Social Rights, CEC has published its vision on the future of social Europe, highlighting the need for smart, adapted and inclusive social security and education systems for all citizens, while respecting national differences.

Our Positions

May 2015 - position paper

Trade secrets

Innovation is vital to ensure the competitiveness of companies, and managers are key in developing the right processes to make it possible, as CEC has highlighted in its 2015 position paper. The protection of the results of such processes is essential but must be balanced by the guarantee of the respect of all the individual rights that might be in contrast with such protection. In the case of managers, this includes the safeguard of their right to professional mobility (the possibility to change employers and make use of their knowledge) as well as the possibility to disclose their findings for "non-commercial purposes".

[Read more](#)

June 2015 - Social Partners' consultation

Posting of workers

CEC supported the idea that the issue of posting of workers should be seen in the double context of the freedom of movement (in this case the freedom of circulation of services) and the fight against social dumping, to provide fair rules for all. While stressing its agreement with the principle that the employment legislation to be applied to the work contract should be the one of the country of destination (with a complete reference to all non-salary aspects of it), CEC also underlined the sensitiveness of the issue and asked the EU institutions to make sure the discussion remained on a strictly technical

[Read more](#)

February 2016 - Public consultation

New skills agenda for Europe



Commissioner Öttinger at the round table on digital skills

The Skills Agenda, adopted in June 2016 aims at increasing the comparability and improving the quality of VET and other ways of acquiring skills. In the response to the consultation, CEC has highlighted the importance of investing in both low-skilled and high-skilled employees to encourage mutual learning in and besides the job, potentially triggering leveraging effects.

Social partners can effectively accompany the assessment for skill needs at all levels and should therefore be involved in the implementation of the agenda.

Furthermore, CEC has participated in several events on digital skills in 2017, including the round table discussion with other social partners and Commissioner Oettinger on how to enhance digital skills of European employees in the future. During the discussion, Ludger Rammé pointed out that "managers will play a key role when it comes to visioning strategic opportunities in their organisation. Responsible leadership is essential for facilitating the development of new skills, business models and innovative policies in Europe. The best leaders will win the global competition."

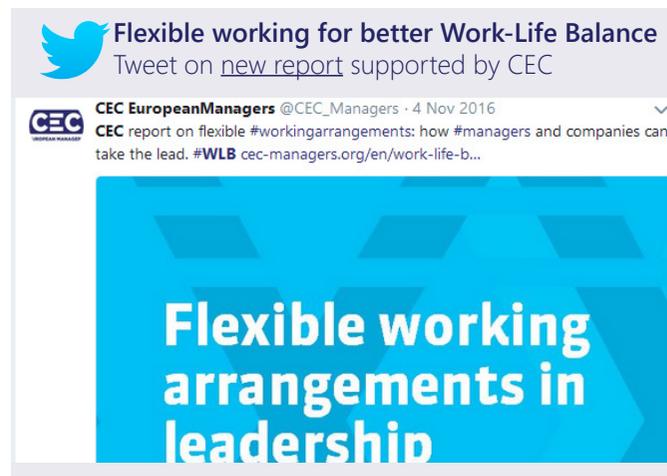
[Read more](#)

2016 / 2017 - Social Partners' consultation

Work-life balance

In its response to the consultation launched by the European Commission in July 2016, CEC has emphasised the specificity of managers' needs owing to their distinct responsibilities while underlining the importance of promoting an effective distribution of tasks among men and women (through equal rights to leave), hence stimulating a higher participation of women in the workforce. These measures, aligned with the necessary enhancement of infrastructure such as childcare, may contribute to catch up with the problems related to the demographic change and economic growth. Eventually, this reflection on work-life balance resulted in the presentation of a legislative proposal for a directive on work-life balance for parents and caregivers, published in April 2017.

[Read more](#)



Our Positions

April 2017 - Position paper

Managers in Europe: vision, roles & values

CEC has published “Managers in Europe: vision, roles & values”, outlining the managers’ vision for the future of Europe on current challenges such as rising Euroscepticism and growing economic inequalities in Europe. It was presented during a meeting with EESC President George Dassis in April 2017.



CEC delegation with Georges Dassis (centre-left)

The paper calls for defending the main achievements that the European Union has brought while using the opportunities offered by technologies and a diverse society to steer towards a better future for all citizens. Only an inclusive and sustainable vision at human scale can overcome today’s climate of fear.

In a fast-paced and complex world, more responsible leaders capable of seeing the big picture and of implementing changes are needed. Acting as bridge builders between employers and the workforce, managers are direct and experienced facilitators of personal and organisational development. Therefore, they are a crucial factor for making changes of economic and social nature happen

Read “Managers in Europe: vision, roles & values” in [English](#), [French](#), [German](#) or [Italian](#)

May 2017 - open consultation

Whistleblower protection

CEC European Managers participated in the European Commission’s online public consultation on whistleblowers’ protection in May 2017, highlighting how managers, because of the role they play in companies, are very often the first to be made aware of and exposed to possible wrongdoings inherent to internal practices of the company.

Whenever this happens, CEC insist on its affiliates (who are bound to a sense of individual ethics and responsibility) to make use of their hierarchical power and voice the issue internally. CEC favours the adoption of a balanced system, in which recurring to internal reporting is incentivised and the rights of all involved parties (including third parties) are equally protected.

[Read more](#)

Second half of 2017 - Social Partners’ consultation

From the Written Statement to the Directive for more transparent working conditions

The European Commission has held two rounds of consultations on a revision of the Written Statement directive to which CEC had participated in the second half of 2017. The result is a proposal for a directive replacing the written statement directive in an effort to increase the transparency of working conditions and related rights.

Besides extending the scope of workers’ minimum rights, the proposed directive also covers atypical forms of employment, concerning around 2-3 million workers, finally bringing legal clarity to those affected by these new forms of work.

Furthermore, the list of the different working conditions for which compulsory information should be given before the commencement of the employment relation is exhaustive and covers the main aspects of a contract.

Read [CEC’s response to the first phase \(June\) and second phase \(November\) consultation](#), as well as its [statement on the directive proposal](#).

Doughnut economics by Kate Raworth
High interest in tweets on new economic models

CEC EuropeanManagers @CEC_Managers · Jan 25
#wef18: #ClimateChange, #poverty and failing economic models pose significant challenges to #policymakers and #managers alike. Can #doughnuteconomics of social and planetary boundaries be a compass for decision-makers of the 21. century? cec-managers.org/en/doughnut/ @wef @KateRaworth

Our Positions

August 2017 - Public consultation

EU company law: no reference to labour rights

In its response to the consultation on EU company law launched by DG Justice, CEC highlighted the absence in the text of the consultation of any reference to the employment and labour rights-related implications of EU company law.

[Read more](#)

November 2017- Position paper

The social Dimension of Europe



CEC European Managers has published its document “The social dimension of Europe” ahead of the Social Summit for Fair Jobs and Growth in November 2017 in Gothenburg, calling for better representativeness in social dialogue and for strengthening the social dimension of Europe. The paper comes in response to the reflection paper on the social dimension of Europe, issued by the European Commission and a [follow-up on the consultations on the European Pillar of Social Rights in 2016](#) to which CEC had participated.

To reinforce and further develop the successful social market economy, the single market needs to be consolidated, inequalities tackled, and new vulnerable groups covered by social protection. Only with decent working conditions, truly competitive markets and investments in green and digital technologies can the social acquis in Europe be assured.

Social exclusion in the future is likely to be structured around wealth and skills. For a meritocratic organisation like CEC, low levels of social mobility seriously threaten both democracy and sustainable economic growth.

In this respect, lifelong learning will play a crucial role for accompanying individuals in their life choices. The emergence of a new set of skills and democratic requirements to the concept of citizenship make integrated and long-term approaches to learning necessary.

[Read “The Social Dimension of Europe”](#)

January 2018 - Social Partners’ consultation

Access to social protection

With the emergence of the collaborative economy and the increase of involuntary self-employment, social protection is insufficiently covering “de-facto workers”. As legal systems need to be updated to follow the diffusion of new forms of employment, it is necessary to ensure the same level of protection and possibility to access social provisions irrespective of the contractual classification of one’s employment status, while respecting all national specificities and distinct provisions applying to specific categories.

In its response to the consultation, CEC called for extending social protection that is not universal in nature (as healthcare) to all categories of workers, including unemployment benefits, pensions, occupational diseases, accidents at work, maternity, paternity and family benefits. CEC was later also invited to present its positions in the course of a dedicated hearing with the European Commission services responsible for the communication that was issued in March 2018.

[Read more](#)



January 2018 - Consultation and dedicated hearing

Initiative on the European Labour Authority and the European Social Security Number

European social partners, including CEC, have been invited by the European Commission to a dedicated hearing to know their positions on the two initiatives. In its response to the consultation in 2018, CEC underlined that the creation of a European Labour Authority could improve administrative cooperation among labour market authorities in Member States, while a European Social Security Number could make it easier for mobile citizens to make their social security profile easily identifiable everywhere in Europe.

[Read more](#)

Social Media Campaign: 20 – 26.3



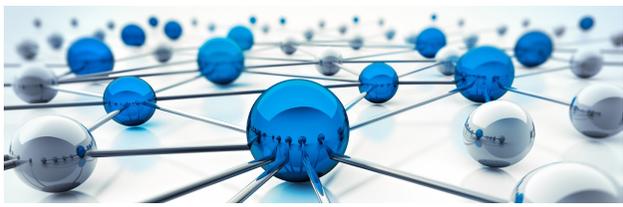
Better together

#managersforEU

Our Events



Highlights



The leadership of the future seminar

CEC organised a seminar on the “leadership of the future” on 30 June 2017 in Stockholm. The half-day seminar investigated how leadership needs to evolve in an increasingly complex and interconnected world.



Meetings with MEPs

Between 2015 and 2016, CEC met with several MEPs to raise their awareness about the needs and contribution that European managers can bring to the development of the society, but also to discuss about the challenges that are associated with the participation of CEC in the European social dialogue.

Our Events

2015 - 2016

Meetings with MEPs

Between 2015 and 2016, CEC President, Ludger Ramme, and Secretary General, Luigi Caprioglio, have met with several MEPs: Lara Comi (Vice-President of the EPP group) and MEP Alessia Mosca (S&D), MEP Thomas Mann (EPP) as well as MEP Morten Lokkegaard (ALDE) to raise their awareness about the needs and contribution that European managers can bring to the development of the society, but also to discuss about the challenges that are associated with the participation of CEC European Managers in the European social dialogue.



Meeting with MEP Alessia Mosca

May 2015

Congress 2015

In 2015, CEC European Managers held its triennial Congress in Lisbon, Portugal. Ludger Ramme was elected as new President together with Luigi Caprioglio as Secretary General, (from CIDA, Italy) Mrs. Eva Cozar (from CCP, Spain) as Deputy Secretary General and Mrs. Torill Gjelsvik Tombre (from Lederne, Norway) as Treasurer. During his inaugural speech, Mr. Ramme said: "I see my role as president in turning the light towards our common strengths and goals as managers in a united Europe. CEC European Managers is our voice, a voice strong of one million managers from more than 15 European countries. Although we are a non-political organisation we will stand up against all sorts of nationalism and extremism."

June 2016

Conference in Montenegro

CEC European Managers was one of the partners contributing to the organisation of the 2016 conference in Montenegro. The event gathered more than 200 participants (managers, political leaders, academics, experts of management issues, journalists) from all over Europe, the US and India. It was one of the first large-scale gathering of managers in the Balkan area.

2015-2017

Tripartite Social Summits



Tripartite Social Summit, October 2016

CEC European Managers has participated in all Tripartite Social Summit meetings throughout the last years. The Summit is the main appointment for European social partners, in which CEC is present within the framework of the Liaison Committee, in partnership with Eurocadres. Read more under "CEC as a European Social Partner".

October 2016

Digital skills

CEC has participated in several events on digital skills, including the round table discussion with other social partners and Commissioner Oettinger on how to enhance digital skills of European employees in the future. During the discussion, Ramme pointed out that "managers will play a key role when it comes to visioning strategic opportunities in their organisation. Responsible leadership is essential for facilitating the development of new skills, business models and innovative policies in Europe. The best leaders will win the global competition."

[Read more](#)

October 2016

CIDA anniversary



Speech given by Ludger Ramme in the Italian Parliament

CIDA's 70th anniversary celebration in October 2016 in the Italian Parliament has been attended by many external stakeholders, including academicians, representatives of NGOs and politicians.

Our Events

ETUC's General Secretary, Luca Vicentini and BusinessEurope President, Ms. Emma Marcegaglia, have congratulated CIDA as one of CEC's founding members.

They welcomed the CIDA's study on European managerial values and challenges in the 21st century as well as CEC's foundational document "Managers in Europe: vision, roles & values." The eternal city has also served as location for the election of the new Deputy Secretary General, Catherine Houllmann.

[Read more](#)

Task Force meetings



European Task Force in February 2017

CEC's internal idea lab, the European Task Force, has regularly met throughout the last years to strengthen CEC's expertise on specific policy questions. In 2017 for instance, the Task Force discussed the implications of leadership today and how policy can create frameworks to improve its quality. The topic was followed up in the seminar on the leadership of the future in Stockholm.

2017

Meetings with EESC representatives

To strengthen its links with EU institutions, CEC has met with various representatives of the European Economic and Social Committee (EESC). During a meeting with George Dassis, EESC President, in April 2017, CEC President Ludger Ramme presented "Managers in Europe: vision, roles & values."



CEC has also met with the President of Group II (workers), Gabriele Bischof, and the former President of Group III (various), Luca Jahier. In April 2018, CEC participated to the inaugural session of the mid-term renewal of the EESC and his new President, Luca Jahier.

June 2017

Leadership of the future seminar

With its seminar on the "leadership of the future", CEC aimed at contributing to formulate a European perspective on the topic and discussed the implications of leadership in the domains of education, mental health and integration with experts on the field, including an OECD economist and leadership developer Honor Cooper-Kocacs. In a world where changes become the norm and orientation becomes a scarce resource, competent leaders and adaptive leadership systems are needed besides sound public policies.

[Check out the seminar documents: read more](#)



*"Leadership of the future" seminar at Ledarna's offices in Stockholm
f.l.t.r.: Jean-Philippe Steeger, Ludger Ramme, Annika Elias*

September 2017

The Future of Work - Making it E-as-y Conference

The high-level conference, organised by the Estonian EU presidency, was attended mainly by government and business representatives. The event comprised discussions about employment trends, the prevalence of new forms of employment over "traditional" ones, the modernisation of the welfare state and skills. The meeting was a good opportunity to increase CEC's visibility towards stakeholders with little knowledge about the European social dialogue.

Our Projects



2017 - 2018

Industrial Relations and Social Dialogue in the Age of Collaborative Economy project

New and flexible working arrangements imply manifold challenges for collective bargaining as a tool for regulating employment relationship. This is particularly true in the framework of the collaborative economy.

To better understand the issue, CEC participates in the “Industrial Relations and Social Dialogue in the Age of Collaborative Economy” project of the Centre for Economic Policy Studies (CEPS). The project aims to identify how traditional players in the labour market experience and respond to the collaborative economy. The project started in January 2017 and runs until December 2018.

[Read more](#)

Our Projects

2018 - 2019

EWCs 4.0: fostering social dialogue about digitalisation of transnational companies

Digitalisation is changing profoundly the way people work and companies evolve. The amplitude of its potential impacts on employment and working methods require that companies find the possibility to assess internally what policies and measures need to be adopted to anticipate at best its effects. The project, in which CEC acts as a mandatory, is aimed at investigating how and to what extent EWCs can represent an effective forum for companies to discuss about what transformations the 4.0 industrial revolution is bringing and how specifically managers are called to make these changes effective and sustainable. The project runs from January 2018 to mid-2019.

[Read more](#)

2018 - 2019

Psycho-social risks: Managers and professionals in the front line

Started in January 2018, this project (to which CEC is partner with Eurocadres) aims at investigating what are the specific risk factors for psycho-social health risks for managers and professionals (with particular attention to female managers) and what strategies managers can put in place to avoid the insurgence of such risks, both for themselves and in their managing role in respect with other employees and workers. A series of seminars and workshops will be organised until October 2019 with the involvement of managers, experts, academicians and workers' representatives.

[Read more](#)

CIC World Wide Managers

Ensuring the presence of managers at international level



CIC International Managers is the first organisation 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.

Besides the different agreements that are signed at international level, CIC participates in the yearly meeting of the International Labour Conference, organised in Geneva by the International Labour Organisation (ILO) in May and June. The work of the CIC has been overseen by Deputy Secretary General, Catherine Houllmann, who also attended the last Conference of the ILO.



ILO Conference 2017, Photo © Crozet / Pouteau

Our Projects

A new start for Communications

As a managerial organisation, CEC knows all too well how important clear information and a strategic approach to communications are. Therefore, CEC European Managers has invested in making its communication activities more professional by employing a new in-house Communication Officer.

Reflecting its past and looking towards the future, CEC pursues a bilingual communication on all its channels. Europe is diversity in practice and CEC contributes to make this approach more common, on multiple fronts:

First of all, CEC has developed a **new visual identity** characterised by clear fonts, more lively texts and images and easily recognisable CEC documents. The papers "Managers in Europe" and "The social Dimension of Europe" are demonstrations of a European managerial identity meeting clarity and purpose in visual terms.

These principles also guide the **new website** of CEC, to be launched in May 2018 with many new features: the European Managers Network to get in touch with other European managers, a more intuitive interface and an internal area.

CEC on facebook, posting in EN and FR



CEC on facebook

CEC European Managers
Published by Buffer (?) · 14 December 2017 · ©

La CEC European Managers - Confédération Européenne des Cadres demande plus de représentativité au sein du dialogue social et un renforcement de la dimension sociale de l'Europe. Dans sa réponse au document de réflexion de la Commission européenne, l'organisation des cadres souligne la nécessité d'une protection sociale et de l'éducation intelligentes, adaptés et inclusifs, tout en respectant les différences nationales.

Les cadres appellent à faire de l'Europe sociale une réalité - Publications - CEC European Managers
Pour le Sommet social pour des emplois et une...
CEC-MANAGERS.ORG

Get more likes, comments and shares
When you boost this post, you'll show it to more people.

582 people reached

Boost Post

SNGTB 4 Shares

In an increasingly interconnected and fast-paced world, clear, concise and relevant information is key - especially for managers. Therefore, CEC delivers with **targeted news** on its social media pages on **political issues** affecting managers and concrete contemporary knowledge on leadership and management.

CEC is now present on [facebook](#), [twitter](#), [LinkedIn](#) and [Youtube](#) and has increased its follower base.

On the content front, CEC is contributing with relevant articles to the European managerial and policy debates. **Sound expertise and evidence-based argumentations** are the cornerstones of its approach.

As a bridge builder between employers and employees, CEC demonstrates that black and white thinking and acting has become obsolete in current days. Instead, CEC brings all levels together: the general policy framework, the differences and commonalities among members states and member organisations and the practical experiences of managers on the ground. Only by thinking them together can successful policies unfold.

The European Managers' Panel

To investigate what European managers think about current political issues, CEC has also established the European Managers Panel in 2015, counting around 1400 participants from across the continent. The various surveys in its framework have demonstrated that managers from different member states have much more in common than sometimes assumed.

Euractiv guest blog post by Ludger Ramme on the Managers' Panel results 2016



The solution to the many crises of Europe can only be found in Europe

March 14, 2016

Guest blog post by Ludger Ramme, President of CEC European Managers, one of the six cross-industry European social partners, representing the managerial workforce throughout Europe.

Europe is going through turbulent times. The reaction of many Member States is to adopt individual measures, but there is no alternative to common European strategies, says Ludger Ramme.

The survey on the "Leadership of the future" for instance has shown that the differences between managers are not national, but a question of practices exerted in companies. Connected leadership has been shown to positively impact performance in multiple dimensions. Furthermore, European managers share concerns over the negative impact of austerity measures and the refugee crisis.

In April 2018, CEC launched its fifth edition. The survey investigates managers' challenges with regards to the implications of digital technologies related to employment, the economy and ethics.



Who we are

The Voice of European Managers

CEC European Managers represents **around one million managers, professionals and executives** in Europe through its national and sectoral federations. Managers play a vital role in Europe, both in the companies they work for and as facilitators of dialogue in society: it is about taking the right decisions to prepare a more sustainable and inclusive future.

At European level, we are one of the six EU **cross-industry social partner** organisations recognised by the European Commission. As the independent and autonomous voice of managers, we are making sure that the interests of managers as **bridge builders** between employers and workers are heard - since 1951.

With our action, we bring **managerial and leadership issues** to the center of the public debate. We are convinced that our knowledge, experience and competence can contribute to find comprehensive solutions to today's challenges.

Our affiliates, active both in the **public and private sectors** all share one feature: they enjoy a higher degree of authority and autonomy than other employees, as well as more responsibility in defining and achieving the goals of the company they work for.

But the people we represent are also active and **conscious members of the societies** they live in, who know that the common welfare is an absolute pre-condition for a sustainable economic growth.

Our history



our roots, branches and fruits

Building bridges between
employers and workers

Bringing leadership to policies

Merging vision,
responsibility and expertise

European
Social Partner

Recognised by the
European Commission

Leadership and
Policy Research

1m

representing around
one million managers
in Europe

16

member
organisations from

14 countries

9

sectoral
federations

The people we represent

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 fulfill 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.
- This definition of managers is based on a [resolution on managerial staff in the European Union, adopted by CEC in 2014](#).

Quick facts about managers and professionals in the EU

13 million managers

that's 6% of all employees*

1/3 women

2/3 men*

**Work 43,5h/
week in average***

earn in average
50 000€
per year²

42 million professionals

that's 19% of all employees*

53% women

47% men*

**Work 37,4h/
week in average***

earn in average
45 000€
per year²

Data: Eurostat 2017*, 2014²; Managers and professionals: ISCO 8; EU 28 means*²

In pursuing its « two-pillar » strategy, CEC European Managers is strongly involved in the activities relating to its role of recognised EU cross-industry social partner organisation. As the independent voice of managers, executives and professionals in Europe, CEC participates in European social dialogue within the delegation of employees and workers, chaired by the ETUC.

With Eurocadres, CEC has put in place a cooperation mechanism, the so-called Liaison Committee, which allows for the participation of the managerial workforce in the meetings and institutional mechanisms of EU social dialogue. The long-standing relationship with Eurocadres is not limited to the involvement in social dialogue, but covers also the formulation of common policy positions and orientations as well as the participation in European projects, in a spirit of mutual understanding and cooperation.

As it is customary, CEC European Managers attended the autumn sessions of the **Tripartite Social Summit**, the meeting organised on the occasion of European Council summits gathering the Presidents of the European Commission, European Council and the rotating Presidency of the Union together with EU social partners to discuss employment and social issues.

Main messages at the Tripartite Social Summits

Tripartite Social Summit, 10.10.2015 – Ludger Ramme
main messages : social dialogue to accompany digital change ; solidarity approach to migration, responsibility of EU social partners

Tripartite Social Summit, 18.10.2016 – Luigi Caprioglio
main messages: European pillar of social rights, importance of leadership in driving change, Brexit

Tripartite Social Summit, 18.10.2017 – Ludger Ramme
main messages : steering growth for social progress, adaptation of social security structures, reflecting on the future of Europe

CEC European Managers has also continued to take part in the meetings of the **Advisory committee on gender equality**, established by the European Commission, as well as in the different negotiation sessions that have marked the period 2015-2017. In particular, CEC was admitted in the plenary session of the negotiation group discussing the content of the **Framework Agreement on Active Ageing and Intergenerational approach**, which was finally approved in March 2017. Thanks to the intervention of CEC's expert, it has been possible to underline the role of managers in raising awareness on the need for companies to adapt to new demographic and generational trends, with the right support in terms of funding and policy orientations.

Along the same line, and with the same intention of underlining the specificity of managers, CEC European Managers took part in the dedicated hearing organised by the European Commission on the **Working Time Directive**, in January 2017. In April 2018, CEC European Managers joined the other social partners in the preliminary negotiations on the definition of the **next joint work programme for the period 2018 – 2020**.

Finally, CEC attended the different dedicated hearings and meetings organised by the European Commission to discuss in details with social partners its main proposals for initiatives, including the dedicated hearing on the establishment of the **European Labour Authority** in December 2017 and the technical meeting on the preparation of the initiative on equal **access to social protection** in July 2017.



Luca Vicentini, ETUC Secretary General, and Luigi Caprioglio at the Tripartite Social Summit 2016

Besides the usual social dialogue appointments, CEC has contributed actively in the main initiative that has marked social Europe in the last years: the **launch of the European Pillar of Social Rights**. CEC participated in the consultation on the first version of the Pillar, presented in March 2016, and then attended the High-Level conference “The European Pillar of Social Rights: going forward together” that was organised in Brussels in January 2017.

As a follow-up to this initial conference, CEC has participated in the preliminary meeting and preparatory session of the trade unions on the eve of the official proclamation of the European Pillar of social rights, which took place in Gothenburg in November 2017. On the eve of the official proclamation, CEC published a position paper on its vision for the future of the European social dimension, in response to the different papers issued in the course of 2017 on the future of the European Union. The paper contains a set of messages and suggestions on how to make sure that the European social model can stand the many challenges that our societies are asked to face.

Who we are

Our structures and bodies

The governing bodies of CEC European Managers are the General Assembly, the Administration Council and the Executive Board.

Following the decision of the Extraordinary General Assembly of Paris of November 2016, CEC European Managers has been incorporated into a Belgian-law non-profit association.

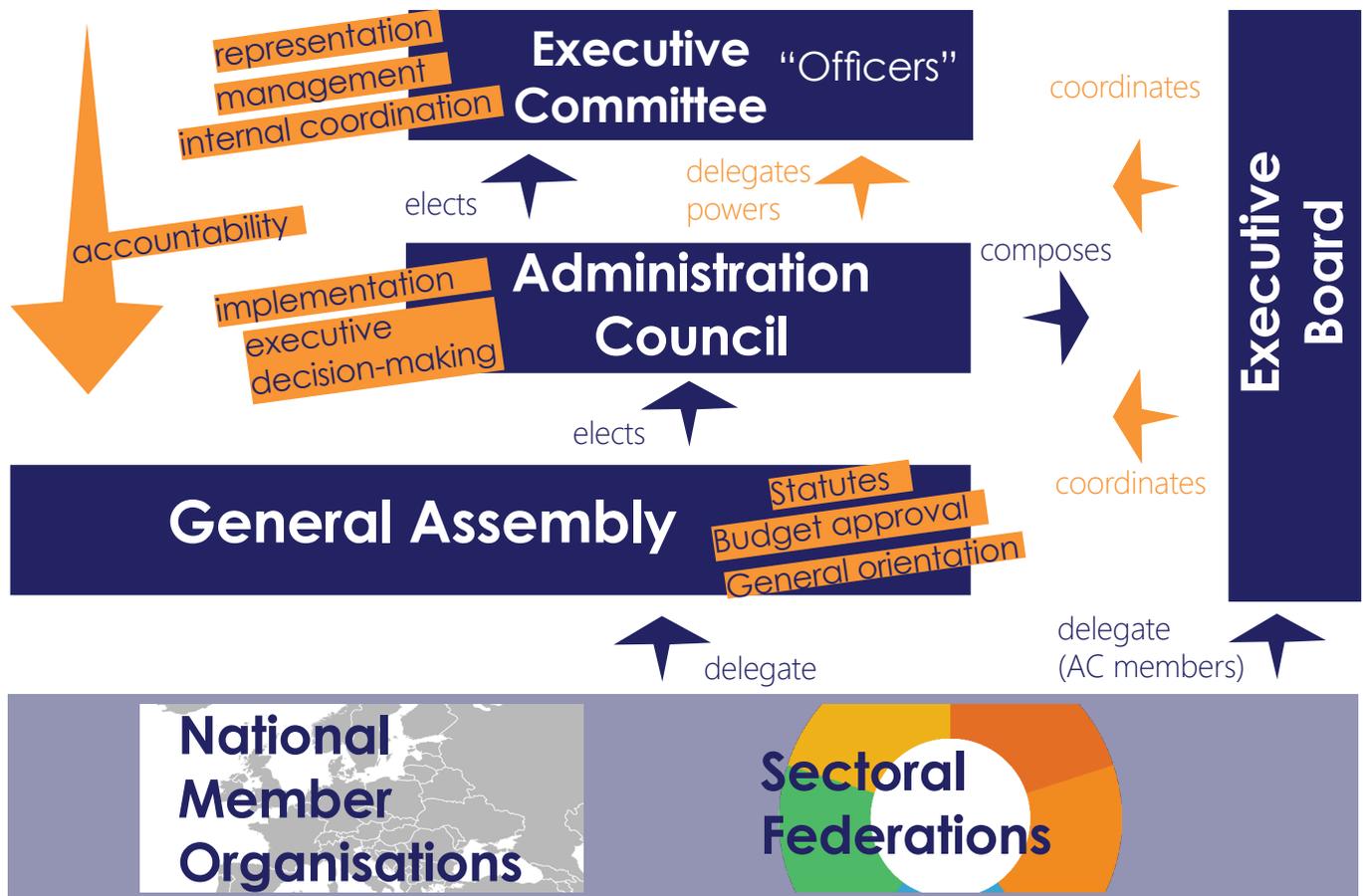
The day-to-day work is overseen by a 4-member Executive Committee, elected for a three-year mandate. The original composition of the Executive Committee, as decided during the Congress of Lisbon in 2015, has been modified after the replacement of the Deputy Secretary General and the Treasurer.



Officers (f.l.t.r.): Tor Haehre, Catherine Houlmann, Ludger Ramme, Luigi Caprioglio

The outgoing team is composed by Mr. Ludger Ramme, President (ULA – Germany), Mr. Luigi Caprioglio, Secretary General (CIDA – Italy), Catherine Houlmann, Deputy Secretary General (CFE-CGC - France) and Mr. Tor Haehre, Treasurer (Lederne – Norway). The work of the Executive Committee is supported by the secretariat staff in Brussels: Matteo Matarazzo (Head of Office), Georgette Ould (Administration Officer) and Jean-Philippe Steeger (Policy and Communication Officer).

Organisational chart



Who we are Our members

National Members



Sectoral Federations





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EUROPEAN MANAGERS

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