



MEMBER ORGANISATIONS' ACTIVITY REPORTS, 2015 – 2018

RAPPORTS D'ACTIVITES DES ORGANISATIONS
MEMBRES, 2015 – 2018

Athens, March 28, 2018

ACTIVITY REPORT OF ACEO FOR THE PERIOD 2015 - 2017

The **Association of Chief Executive Officers** (ACEO) is a technocratic, non-profit organization. Its members, **professional CEOs** and **First Line Managers**, are heading companies covering all sectors of business activities in the country. The Association **represents the top managers** and it is the only organization of this kind in Greece. It has more than **450 members** who manage companies that employ more than **150.000 employees** and whose aggregated turnover is in excess of **52 billion euros**. It was **established in 1986** with the purpose to contribute to the continuous improvement of the level of top management and to make good use of the knowledge and the experience of its members for the benefit of the Greek economy.

Improving top management competence

Our activities directed towards upgrading the competences of **top management** in Greece include various events and services.

During the period 2015 - 2017, ACEO organized **95 events** and covered a wide range of subjects addressing entrepreneurial and professional issues, changes in the economic and entrepreneurial environment and prevalent trends in modern top management practices. All the events were attended by distinguished personalities, business and political leaders.

Such events include:

- **Greek Leadership Congress**
- **CEOs Information Session**
- **Meet the Leaders**
- **Ambassadors Talk**
- **Networking Meetings**
- **CE(O)nergies Breakfast Business Meetings**
- **Women's Career Workshops**
- **Social & Cultural Events**

The **Greek Leadership Congress** is held annually and for the last 4 years is “**sold out**”! Every year, more than **500 CEOs**, high-ranking managers and business leaders in Greece attend the Congress and is considered as one of the **most important management events** in Greece.

In the period 2015 - 2017 the speakers were personalities of international reputation, such as **Anders Gustafsson**, Senior Vice President Europe, Volvo Car Group, **Itay Talgam**, Israeli Conductor & Business Consultant, **Wendy K. Smith**, Associate Professor, Lerner College, University of Delaware, **James Ferrell**, Co-Founder & Managing Partner tou Arbinger Institute, **Patrick Blethon**, President, Otis Europe, Middle East & Africa, **Dr. Aaron Ciechanover**, Israeli biologist, who won the Nobel prize in Chemistry, **Barbara Oakley**, Professor, Oakland University, **Barry Schwartz**, Radical Thinker & Psychologist, **Gary Lubner**, CEO, Belron Group and **Miles Hilton-Barber**, Blind Explorer and Inspirational Speaker.

Within the framework of the institutional role, ACEO Board of Directors met in November 2017, with the President of the Hellenic Republic H.E. Mr. Prokopis Pavlopoulos and discussed opportunities for cooperation to highlight best practice management that could be applied to the Public Sector.

Services / Support to ACEO members

ACEO offers the following programs exclusively to its members:

- **Mentoring Program**, a relationship between two executives, in which the “mentor”, advises the “mentee”, in certain significant assignments that the mentee needs to perform.
- **Special Health Privileges Program**, which offers prevention, diagnostic and hospital care services either free of charge or at a lower price not only to the ACEO’s members but also their immediate family.
- **“Manager’s Shield” - Insurance Program**, which covers legal personal responsibility expenses and travel insurance at a low yearly fee.
- **Career Support Program**, in collaboration with top consulting companies that specialize in executive search.
- **Legal Protection Program**, offers efficient and structured treatment for every problem that arises on a daily basis effortless and in an extremely low annual cost.
- **Legal Support Program**, which offers support on an advisory level or in legal representation regarding situations which may arise in the workplace.
- **Pension Planning Program**, helps our members to obtain a realistic representation of economic flows in the age of retirement.
- **Pension Insurance Program**, guarantee exclusive privileges to ACEO members, fulfilling the financial principle *“Great results possible with the minimum sacrifice possible.”*

Also, in 2016 we presented a new service for our members called **"Special Offer"**. Our goal is to add great offers from our members for privileges and special treatment to services and products by the company they run, on a stable and permanent character. Condition for the use of these privileges is the presentation of ACEO membership card.

All programs and benefits were used by a great number of CEOs.

ACEO positions and surveys

ACEO publishes the magazine **“LEADING EASE”** which covers topics of concern and interest to the Greek managers. We have very clear views and positions on most of the important subjects related to the Greek economy, the economic crisis, labor relations and the Greek enterprises.

During the period 2015 - 2017 ACEO submitted its views to the political authorities and published its proposals on the Greek austerity and reform measures, the reformation of the taxation system, social security, competitiveness, the creation of a national strategy for the country's economic development, the selection of top management and board members of the public companies etc.

Furthermore, in co-operation with ICAP GROUP, we conduct the **“CEO Index” survey**, which is a reliable indicator for the measuring and assessment of short-term economic / business forecasts. The survey is conducted quarterly and contains the opinion of more than 3.020 CEOs heading companies from all business activities. ACEO informs regularly the government and public authorities about the results of the survey, which also receives a wide publicity and is used as a source of reference.

ACEO’s Board of Directors

As of the 7th March 2018 election at the General Assembly, the ACEO’s Board of Directors is comprised by the following members:

Chairman: **Vassilis Rabbat**, Chairman & CEO, XEROX HELLAS

Vice Chairman: **Marica Labrou**, Managing Director, KAFKAS

Secretary General: **Nasos Bikas**, Chairman & Managing Director, OTIS

Treasurer: **John Kolovos**, Managing Director, EDENRED GREECE

Members of the Board:

Marios Mikaitis, General Manager, ELIN TECHNICAL

Akis Staikopoulos, General Manager, IFCO SYSTEMS HELLAS

Petros Zorapas, CEO, SHELL & MOH AVIATION

Advisor to the Board: John Anastopoulos

AECA Activity report, 2015 - 2018

AECA - AECA - Association Européenne des Cadres de l'Assurance
European Federation of Executives and Managerial Staff of the Insurance sector
was founded in 1981 and is currently located in Paris.



AECA represents approximately 7.000 individual affiliates, distributed in 5 national sectoral federations:

FRANCE- Fédération de l'Assurance CFE-CGC

GERMANY-VGA./Bundesverband des Geschäftsstellenleiter des Assekuranz e.v.

ITALY - FIDIA : Federazione Italiana Dirigenti Imprese Assicuratrici

BELGIUM-CNC: Confédération Nationale des Cadres

HOLLAND-VKBV:Vereniging Kaderpersoneel bank-en Verzekeringswezen e.v.

Its governing body is composed of 4 members.

As a European sectoral trade union organization, it participates in the system of social dialogue and industrial relations, providing professional counselling to its affiliates and performing advocacy activities.

Better together

Objectives of the AECA:

- 1) AECA brings together analyses and distributes economic and social information related to the European Insurance context.
- 2) It contributes to European social dialogue through its opinions passed on to the CEC in regard to positions adopted by the European Commission
- 3) Study and defense of common professional interest;
- 4) Improvement, by all appropriate measures, of the working, economic and living conditions of its members, and the safeguarding of their general interest;
- 5) Development, wherever possible, of professional training and good managerial practices in a spirit of European collaboration;
- 6) Representation of interests of member associations and their members in all European Organizations in the geographical area where AECA has members and where the insurance sector is concerned.
- 7) Ensure best relationship with European Organizations of Insurance Employers (Sectoral Social Dialogue European Committee) and share common views about economic and social key points.

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AECA attended to the meetings organized by the CEC between its adherents: European professional federations as well as national confederations.

AECA main activities, 2015 - 2017

1) EVENTS

- **AECA and FECEC achieved the creation of a common Sectoral European Federation of Managers, Executive & Professional Staff in Bank and Insurance industry. This is a kind of Joint Venture with the European Federation of Bank and Credit Establishment (FECEC).**
- Participation and interventions in seminars and conferences / European dimension meetings. Presence at the Liaison Forum of the European Sectorial Social Dialogue Committees.
- AECA did participate in collective bargaining regarding the creation of European Companies "Societas Europaea" SE Status (even outside the Insurance Sector), European agreements and the set-up of International Group Agreement. AECA worked on European Charter on Gender Equality.
- Climate Change and Social Sustainability: AECA participated to works regarding the COP21,
- G20-G7, L20, OIT, OCDE Meetings: The president of AECA was among the representatives who worked and attended to the G20-G7-OECD meetings to find and elaborate economic, taxes and social responses.
- Dissemination and sharing of information with Media and European journalists (IR-SHARE, Euractiv, Liaisons Sociales Europe, PlanetLabor, Astrée Association, Confrontations Europe, Europe & Sociétés – Réalité du Dialogue Social, Europe & Entreprise, Dialogues Association...)
- Lobbying: Meetings/Contacts with Pierre MOSCOVICI (UE Commissioner), Michel SERVOZ (DG Empl) with European Parliament Members, interviews at the French Parliament with the European & International Commission, contacts with Insurance Europe and AMICE representatives, with UNI Europa Finance and Uni Global Union, with the Insurance European Sectorial Social Dialogue Committees representatives.
- Support of "Management platform for a network of European works councils" – PERCEE, 2011 and the next project to be achieved ARCHE, 2018: 'Reinforcing the involvement of professional and managerial staff in European works councils' and "Anticipating, Management of Restructuration's and Changes". The last project, should be supported by the European Commission, like the first who was developed in partnership with CEC and its European Federations, such as AECA, which provided experiences from diverse backgrounds.
- AECA works with and supports the branch federations within the CEC. The objectives are to develop the involvement of the CEC inside the Sectorial Social Dialogue; aim is to strengthen the branch federations and the network between them and between the National Organization, member of the CEC.

6. Objectives for the near future

- Become a full member/Observer of the European Insurance Social Dialogue Committee.
- Develop the international side due to the needs regarding International Representativeness on the Insurance side (International Frame Agreements).
- Welcome new organizations inside the AECA. According to some events occurred in 2017, it is necessary for AECA to have members in the 28 countries of the European Union. Like AECA has several countries at the European Level, and his working for inclusion, AECA needs to get more representativeness at National Level and welcome any representative organization that is need to have a Sectoral European Partner.

2) COLLECTIVE BARGAINING AND SOCIAL DIALOGUE

The president of AECA is member of the Trade Union Advisory Council of the OECD and participates to high-level meetings / and Sherpas Meetings, such as G20-G7- OECD Ministerial Bureau Meetings.

He is also member of the European & Social Economic Council and frequently argues with the European Commission that works on European Directives about insurance and social issues when the future text is still under construction.

3) ADVOCACY/LOBBYING ACTIVITIES

AECA is affiliated to the Confédération Européenne des Cadres CEC European Managers, European Confederation of Executives and Managerial Staff (Brussels, Belgium), and to the CIC Confédération Internationale des Cadres (International Confederation of Executives and Managerial Staff) (Roma, Italy).

The President of AECA was one the working-group speakers at the European High-Level Meeting of the renewal of the European Social Dialogue, were the European Commissioner was also speaker.

AECA contributed i.e. to the European Consultation on European Social Pillar.

4) PUBLICATIONS

The President of AECA is also member of the European, Economic & Social Committee and had more than 330 meetings, Audit Survey made inside Europe since 2015 and was Preside, was Rapporteur or co-rapporteur, or member of working groups/sections regarding more than 40 paper positions.

In detail (Insurance/financial topics only):

- 1st conference of the European stakeholder platform for the Circular Economy, 9-10 March 2017
 - ECO Section
 - ECO/389 - Recovery and resolution of central counterparties
 - ECO/393 - European Deposit Insurance Scheme
 - ECO/424 - Banking reform – Capital requirements and resolution framework amendments
 - ECO/441 - European System of Financial Supervision (ESFS) - Reforms
 - ECO/452 - Reducing barriers to cross-border distribution of investment funds
 - INT Section
 - INT/779 - Sharing economy and self-regulation
 - INT/780 – Company law
 - INT/790 — MiFID & MiFIR / Date
 - INT/796 - Consumer and marketing law (fitness check)
 - INT/798 - Cooperation / consumer protection

- INT/801 — Involvement of consumers/financial services
- INT/811 — PRIIP/date
- INT/822 - Consumer financial services
- INT/829 – Report on Competition Policy 2016
- INT/832 - SME "think small first"
- INT/834 - Public Procurement Package
- Permanent Study Group on Disability rights
- REX Section
- REX/472 - The external dimension of social economy
- SOC/527 - European accessibility act
- SOC/538 - UN CRPD / EU disabilities strategy
- SOC/579 - The situation of women with disabilities
- Workers' Group (Group II)

Contact

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AMM – Association of Montenegrin Managers, Montenegro



ACTIVITY REPORT 2015-2017

AMM – the Association of Montenegrin Managers was founded in 2013, its current legal seat is Podgorica (Montenegro). It represents 115.000 members and executives and employs a staff of 330.

It gathers 279 individual members.

As a professional organization, it provides members with professional counselling and legal assistance, besides being active in lobbying and advocacy for its members.

The governing board of AMM

The Board is composed as follows:

1. Budimir Raičković – president of the Board
2. Alekса Lukic
3. Arsenije Boljević
4. Andela Radosavović
5. Biljana Bogovac
6. Biljana Radusinović
7. Dejana Ponoš
8. Goran Jevrić
9. Ivan Karadžić
10. Marijana Kadić Bojanić
11. Matjaž Božič
12. Miloš Miketić
13. Milutin Đuranović
14. Nebojša Perović
15. Nebojša Šćekić
16. Radosav Brnović
17. Radovan Radulović
18. Radovan Samardžić
19. Ranko Jovović
20. Slavoljub Popadić
21. Stevan Milić
22. Veliša Stamatović
23. Verica Maraš
24. Vinko Nikić
25. Vladan Tabaš
26. Vladimir Lučić
27. Zoran Radulović

28. Zoran Savić
29. Zarija Franović
30. Slobodan Stanišić

Main activities of AMM between 2015 et 2017

1) EVENTS

- First Congress of European Managers;
- Conference "The Role of Human Resources in EU Integration";
- Annual election and awarding the most successful managers and entrepreneurs;
- Establishment of the Association of South East Europe Managers AMSEE, which is the result of the Podgorica Initiative;
- AMM supported formation of the Association of Managers of Macedonia;
- Awarding 6 scholarships to the best managers for the internationally accredited Executive MBA program - COTRUGLI BS;
- Regular annual and electoral assemblies;
- Lectures and workshops - PwC Academy; Adizes SEE; Alterna International;

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Congr s 2018

CCP ACTIVITY REPORT 2015 – 2017

CCP – Confederación de cuadros y profesionales was established in Spain in 1985 and is currently located in Madrid. Through its 8 internal professional federations it represents 14.600 individual affiliates active in different sectors: manufacturing, public services, services and information technology, banking, energy and mining, ICT, transport and jewelry.

As an organization with both a trade-union (with a focus on union outreach campaigns) and professional organization profile, it provides its affiliates with professional counselling and legal assistance (including in retirement issues) and at the same time it is active in collective bargaining, advocacy activities and participates in the national system of industrial relations.

The structure of CCP

The main decision-taking body of CCP is the Executive Committee, composed of 8 members. Its chairman is Mr. Manuel Martínez Blazquez, elected in November 2016.

Main activities of CCP between 2015 et 2017

1) EVENTS

- CCP Solidarity Conference.
- Against gender violence and in support of social work.
- XI CCP Confederal Congress.
- Strategic plan 2017-20.
- Trade Union Training days
- Training for delegates and union representatives.
- Confederal Committee of Metallurgy-Automotive
- Alternatives for a way out of the crisis
- Annual Territorial Assembly of the Castilla-León Confederation
- Analysis of the economic situation
- Annual Meeting of the Financial Sector
- Analysis of the financial sector.
- Communication plan

2) COLLECTIVE BARGAINING AND SOCIAL DIALOGUE

- Meeting with representatives of the Economic and Social Council of Spain (CES), headed by its president Marcos Peña.
- Meeting in which proposals on labor and union matters were presented
- Real Instituto Elcano.
- Collaboration in which CCP contributes with knowledge, ideas and approaches that are included in the research studies that the foundation elaborates on current events and international relations. It is materialized in joint works on the European energy market and the single market. As well as political and social proposals that generate an awareness in the decision making of public, private and social Spanish agents.

3. ADVOCACY/LOBBYING ACTIVITIES

- Meeting with the president of the Senate, Pío García-Escudero
- Object: Proposals in the labor framework
- Various meetings with the Spanish Secretary of State for Employment, Juan Pablo Riesgo and with the General Director of Employment, Javier J.B. Thibault
- Object: Presentation of the proposals on labor and union matters.
- Analysis of the purchase operation of the manufacturer of
- Opel cars by the PSA Group.
- Meeting with the Secretary of State for Social Security Tomás Burgos, and with the General Director of the Treasury, Francisco Gómez.
- Meeting with the Comunidad Autónoma de Madrid. General Directors of Training and of Economy and Financial Policy, Ana I. Martín and Rosario Rey.
- Meeting with the Generalitat de Valencia. Minister of Sustainable Economy.
- Object: Regular meetings with government minister.
- Meeting with the political party CIUDADANOS
- Object: Periodic meeting with political parties.
- Creación del Observatorio Nuevo Espacio Sindical
- Object: Agreement with other union formations to analyze and modify the labor framework in Spain.

4. PUBLICATIONS

- El Estado de Bienestar en España. Sistemas de Prestaciones
- Estrategia Española de Seguridad y Salud en el Trabajo 2015-2020
- Publication of books and magazine: "Profesionales y Cuadros".

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CFE-CGC Rapport d'activité 2015-2018



La CFE-CGC - Confédération Française de l'Encadrement CGC, CFE-CGC a été créé en 1944 et a actuellement son siège à Paris, France. Elle est composée de 27 fédérations professionnelles et 230 syndicats affiliés, compte plus de 10.000 sections d'entreprise et représente un total de 170.000 affiliés individuels. Elle est structurée sur base locale, avec 18 unions régionales et 96 unions départementales.

Elle représente à la fois des professionnels (40%) et du personnel d'encadrement (60%) actifs dans différents secteurs : manufacturier (38%), services publics (12%), services (7%), chimie (5%), énergie (5%), télécommunications (5%), banque (23%), transport (1%) et construction (1%).

Les fédérations affiliées sont les suivantes :

AGRICULTURE, AGRO ALIMENTAIRE, ASSURANCES, BANQUES, BATIMENT / BTP, CHIMIE, COMMERCE, COMMUNICATION, Hôtellerie Restauration Sports Loisirs et Casino, Economie Sociale et de l'intérêt public, Habitat, ÉNERGIE, ENSEIGNEMENT, INFORMATIQUE ÉTUDES ET CONSEILS, Services Informatique, et Ingénierie, SERVICES PUBLICS, MEDIAS, METALLURGIE, PROTECTION SOCIALE, RETRAITE, SANTÉ, TRANSPORT AERIENS, TRANSPORT TERRESTRE, FERROVIAIRE ET MARITIME, VRP – FORCES DE VENTE.

La CFE-CGC est une organisation syndicale, qui offre à ses affiliés des services de conseil professionnel et d'assistance légale et participe à la négociation collective et au système de dialogue social et des relations industrielles national. Elle est active aussi dans la formation des adhérents de la confédération, en particulier aux Comités d'Entreprise Européen, et à l'Europe Sociale. Depuis plus de 20 ans, la CFE-CGC offre dans un cadre de partenariat, la possibilité des membres de la **Confédération Internationale des Cadres (CIC)** de bénéficier des formations ouvertes à tous les adhérents de la Confédération (Dialogue Social, Communication, Santé au travail etc...), hors frais de voyage, d'hébergement ou d'indemnités de repas.

La structure de la CFE-CGC Congrès 2018

Les Fédérations Sectorielles / Professionnelles composent le Comité Directeur / Comité Confédéral et valident les décisions ou orientations. La CFE CGC a tenu son 36ème Congrès les 1 et 2 juin 2016 à Lyon. À l'issue des élections, un nouveau trio exécutif a été élu : François Hommeril pour la présidence, Alain Giffard pour le secrétariat général, et Franck Zid pour la trésorerie. Le prochain Congrès aura lieu en octobre 2019.

Les principales activités de la CFE-CGC entre 2015 et 2017

1) EVENEMENTS

La CFE-CGC a mené une activité très dense avec d'une part, la participation active aux Conférences Sociales avec le gouvernement et les partenaires sociaux employeurs et salariés, dont une conférence sociale Europe. Face aux violations de normes internationales de l'OIT ou de la Charte Sociale Européennes [suppression de la hiérarchie des normes dans le code du travail, remise en cause dans l'entreprise des droits négociés au niveau de la Branche, du droit des délégués syndicaux à négocier en entreprise, face à la remise en cause du juge à fixer des dommages et intérêts face à un licenciement abusif, à la remise en cause du whistleblowing], la CFE-CGC a été particulièrement active et a été amenée à rechercher l'appui des structures européennes légales ou d'influence (Comité Européen des Droits Sociaux), de la Confédération Européenne des Cadres, et de la Confédération Internationale des Cadres. Elle s'est associée avec plusieurs organisations Syndicales Françaises pour exercer des recours Européens ou Internationaux.

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Services aux Fédérations Sectorielles de la CFE-CGC, de la CEC et de la CIC

La Confédération CFE-CGC s'est également beaucoup impliquée sur la formation et l'information, l'implication des adhérents en ce qui concerne la formation syndicale, les actions handicap et plus particulièrement les Risques Psycho-Sociaux.

Le Secteur Europe et International est très actif en ce qui concerne l'aide et le support aux Fédérations Sectorielles Affiliées à la CEC et à la CIC en participants à de nombreuses réunions statutaires ou de travail avec celles-ci (révision des statuts, recherches de nouveaux membres... mises en place d'actions de lobbying, organisation régulière de réunions des correspondants français des fédérations sectorielles de la CEC et de la CIC, participation au Forum de Liaison du Sectriel Européen à la DG Emploi, rencontre avec les parlementaires Européen, ou Commissaires Européen), en application de la Stratégie des Fédérations Sectorielles de la CEC de Porto, révisé à Toulouse.

La CFE-CGC compte actuellement deux membres Vice-Président et Vice-Président suppléant en charge des fédérations sectorielles de la CEC, particulièrement actifs.

Conférences/colloques/tables rondes (sélection).

19/01/2016 : débat autour du livre de Pascal Lokiec « Il faut sauver le droit du travail », Paris.

10/05/2016 : conférence autour de l'étude « Les différents visages de l'encadrement en Europe » de Loup Wolff, Paris, avec Eva María Cózar Rubio, Secrétaire Générale Adjointe de la CEC

2/9/2016 : table ronde « Un syndicalisme de partenariat dans les Très Petites Entreprises comme dans les grandes entreprises », Paris.

15/11/2016 : conférence-débat sur le handicap psychique, Paris.

22/11/2016 : conférence-débat sur la diversité des formes d'emploi et l'avenir du salariat, Bordeaux

05/12/2016 : table ronde sur les 50 ans de l'APEC, Paris

22/03/2017 : colloque : "Qualité de Vie au travail : remettons l'humain au cœur de l'entreprise", Paris.

30/03/2017 : colloque intitulé : "intelligence artificielle : les vrais enjeux », Paris.

31/05/2017 : soirée « Pas à pas » destinée aux étudiants à Nantes.

14/06/2017 : table ronde : "Intelligence artificielle : l'éthique, à la croisée des RH et du BIG DATA", Paris.

25/09/2017 : Table Ronde, "Intelligence artificielle et robotique dans l'industrie", Paris.

6/12/2017 : Conférences-débats : "L'entreprise libérée : mythe ou réalité ?", Bordeaux.

12/12/2017 : soirée « Tous en piste », destinée aux étudiants Paris.

25/01/2018 : Les affections psychiques liées au travail progressent dangereusement dans les entreprises

31/01/2018 : Données personnelles dans les RH : la CFE-CGC et le Lab RH présentent une charte éthique

09/02/2018 : Cadres : nouvelles formes d'emploi

13/02/2018 : Conférence Intelligence artificielle et Santé

23/02/2018 : Ordonnances : la CFE-CGC fustige le nouvel amendement sur le forfait-jours

28/02/2018 : Rupture conventionnelle : les cadres négocient mieux leur indemnité

20/03/2018 : « Assurance chômage : demain, très cadrée voire encadrée par l'Etat »

27/03/2018 : "La gestion des parcours professionnels est un enjeu fondamental pour les salariés"

04/04/2018 : Changer le regard sur le handicap psychique

10/04/2018 : L'intelligence artificielle est un enjeu de dialogue social dans les entreprises

16/04/2018 : Transposition de la Directive Européenne du Secret des affaires : difficultés inacceptables

2) NEGOCIATION

Concernant la négociation nationale interprofessionnelle, en 2015 l'activité des partenaires sociaux nationaux interprofessionnels s'est concentrée autour de :

L'accord sur les retraites complémentaires

Après une année de négociation, la CFE-CGC, la CFDT, la CFTC et le patronat sont parvenus à un accord le 30 octobre 2015.

Convention d'assurance chômage

Les partenaires sociaux ont négocié un avenant « correctif » à la convention d'assurance chômage le 18 décembre 2015.

En 2016 les principaux thèmes abordés ont été :

Les négociations sur l'emploi

La convention d'assurance chômage de 2014 ayant une durée de 2 ans, il était prévu de la renégocier en 2016. Après 5 séances de négociations, les partenaires sociaux font un constat de désaccord. La convention de 2014 est reprise par décret pour maintenir la couverture des salariés privés d'emploi et les cotisations finançant les droits à indemnisation.

Compte Personnel d'Activité (CPA)

Malgré la forte implication des organisations syndicales, la négociation interprofessionnelle sur le sujet qui s'est tenue du 7 décembre 2015 au 8 février 2016 n'a pu aboutir qu'à une position commune signée par les organisations syndicales. La CFE-CGC a signé le texte. Les délégations patronales ont refusé de le parapher.

Gouvernance du système de santé au travail

Signature d'un relevé de conclusion paritaire.

Un dialogue économique consacré aux enjeux du numérique

Les discussions se sont tenues en 2016 autour de 4 enjeux majeurs :

- Apparition de nouveaux modèles économiques et d'affaires
- Protection et maîtrise des données, un enjeu de souveraineté,
- Entreprises du futur : nouvelles formes de prise de décision, de management, de production, de travail, de distribution,
- Emergence de nouvelles formes d'activité, avenir du salariat et conséquences sur le financement et la protection sociale.

En 2017, les principaux accords et négociations interprofessionnels ont porté sur :

La convention de l'assurance chômage

La CFE-CGC a signé la nouvelle convention d'assurance chômage en mars 2017 et a salué la méthode ainsi que la philosophie du paritarisme de négociation et de gestion.

La création d'une convention collective pour les salariés portés

La négociation de la convention collective de branche du portage salarial s'est conclue le 22 mars 2017 par la signature unanime des partenaires sociaux.

La concertation sur le télétravail

Signature à l'unanimité d'un rapport faisant état des pratiques des entreprises ainsi que des enjeux du télétravail.

La négociation sur la formation professionnelle et la concertation sur l'apprentissage

Signature d'un accord en février 2018.

Retraites complémentaires et prévoyance

Deux accords interprofessionnels signés en novembre 2017.

La définition de l'encadrement

Ouverture de la négociation nationale interprofessionnelle sur la définition du personnel d'encadrement et sur la couverture prévoyance qui leur est accordée. La négociation est toujours en cours en 2018.

3) REPRESENTATION D'INTERETS/LOBBYING

Sur les sujets nationaux

La Confédération CFE-CGC étant une organisation syndicale représentative au niveau national interprofessionnel, elle est associée à toutes les consultations obligatoires sur les réformes sociales du gouvernement, dans la gestion d'organismes multipartites (sécurité sociale, emploi, formation, politique &économique) et paritaires (retraite, assurance-chômage, formation professionnelle). Elle est régulièrement auditionnée par les parlementaires (Assemblée nationale et Sénat).

Sur les sujets européens et internationaux

Présence dans les institutions Européennes et Internationales

La CFE-CGC est membre du Comité Economique et Social Européen (EESC), Commission Européenne (DG Emploi) dans les Comités de Dialogue Social Sectoriels Européens, Comité Consultatif de l'OCDE-OECD.

La CFE-CGC a participé aux réunions de haut-niveau sur la relance du Dialogue Social Européen aussi en tant qu'intervenant devant la Commissaire en charge du Dialogue Social, et aux consultations Européennes sur le Socle Social Européen.

Depuis 2017, la CFE-CGC est membre du *Global Deal* et membre du *Global Compact* (Nations Unies)

Consultation dans le cadre du CDSEI (Comité dialogue Social Européen et International) : au moins 8 consultations par an. La CFE-CGC participe à la préparation des Conseils EPSCO (Travail Emploi Santé) avant chaque Conseil Européen avec la Ministre, et les membres de la représentation permanente à Bruxelles.

Participation aux travaux du Point de Contact National pour la mise en œuvre des principes directeurs de l'OCDE qui s'adressent aux entreprises multinationales : plus de 10 réunions par an.

La CFE-CGC a participé à plusieurs missions européennes en association avec la CEC, Eurocadres, ou encore la FECCIA à des projets Européen sur la Santé au Travail, Les Risques Psycho-sociaux, le Mentoring, l'Egalité Hommes Femmes.

Au travers d'un mandat de **Secrétaire Général Adjointe de la CEC**, la CFE-CGC a contribué au-tant qu'on lui en laissait la possibilité, au fonctionnement de la Confédération Européenne des Cadres et à la promotion d'une évolution moderne de la gouvernance de cette structure, au Comité de Dialogue Social Européen et plus généralement aux activités de la CEC et de la CIC.

La CFE-CGC est administrateur ou membre actif de nombreuses think-tanks ou structures à l'échelle Européenne, ou Internationales :

Think-tank à Dimension Européenne :

AFERP : Association Française d'Étude des Relations Professionnelles

ASTREES : Association Travail Emploi Europe Société

CDSEI (Comité de dialogue social européen et International) (Etat Français)

CEC (Confédération Européenne des Cadres)
CESI (Confédération européenne des syndicats indépendants) – Observateur -
CESE (Comité Economique et Social Européen)
Conseil national de l'industrie (CNI) Section thématique Europe (Etat Français)
CONFRONTATIONS EUROPE
CORSEC Comité d'Orientation Sectoriel pour la Protection Sociale, Travail, Emploi, Formation Professionnelle
Comité Economique et Social Français, Section Europe (Etat Français)
DIALOGUES Association
Europe et Société/RDS Réalités du Dialogue Social
IRES : Institut de Recherches Economiques et Sociales IRES
Comité National de Suivi du FSE (fonds social européen), initiative emploi des jeunes 2014-2020 (Etat Français)
Lasaire : Laboratoire Social d'Actions d'Innovations de Réflexions et d'Échanges

Au travers de plus de 330 réunions, missions d'audits dans toute l'Europe depuis septembre 2015, le représentant de la CFE-CGC au Comité Economique & Social Européen (EESC) a été rapporteur, co-rapporteur, Président, et membre au travers de plus de 40 avis, groupes de travail, sections ou comités de suivi. Ce représentant de la CFE-CGC préside notamment l'**European Citizen Initiative** depuis avril 2018 :

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En détail :

- 1st conference of the European stakeholder platform for the Circular Economy, 9-10 March 2017
- Conference on the mid-term review of Horizon 2020
- ECI European Citizen Initiative DAY 2016, 2017, 2018
- ECO Section
- ECO/389 - Recovery and resolution of central counterparties
- ECO/393 - European Deposit Insurance Scheme
- ECO/424 - Banking reform – Capital requirements and resolution framework amendments
- ECO/433 - Family and traditional businesses in regional development
- ECO/441 - European System of Financial Supervision (ESFS) - Reforms
- ECO/452 - Reducing barriers to cross-border distribution of investment funds
- European Consumer Day 2016
- European Consumer Summit
- Going Local (Greece)
- INT Section
- INT/779 - Sharing economy and self-regulation
- INT/780 – Company law
- INT/790 — MiFID & MiFIR / Date
- INT/792 - Mid-term evaluation of Horizon 2020
- INT/796 - Consumer and marketing law (fitness check)
- INT/798 - Cooperation / consumer protection
- INT/801 — Involvement of consumers/financial services

- INT/807 - Evaluation of Horizon 2020
- INT/811 — PRIIP/date
- INT/815 — Services Package
- INT/822 - Consumer financial services
- INT/825 – Compliance Package
- INT/826 – Goods package
- INT/829 – Report on Competition Policy 2016
- INT/832 - SME "think small first"
- INT/834 - Public Procurement Package
- INT/839 - Contracts for the sale of goods/amendment
- INT/853 - New Deal for Consumers
- Open Days / European Day 2016, 2017, 2018
- Permanent Study Group on Disability rights
- REX Section
- REX/458 Review of the European Neighbourhood Policy
- REX/472 - The external dimension of social economy
- SOC/527 - European accessibility act
- SOC/538 - UN CRPD / EU disabilities strategy
- SOC/579 - The situation of women with disabilities
- Workers' Group (Group II)

Dimension Internationale :

CIC (Confédération Internationale des Cadres)

Conférence Internationale du Travail – Bureau International du Travail

CNDSI (Conseil National du Développement et de la Solidarité Internationale) (Etat Français)

Comité de Suivi Stratégique de la Politique Commerciale (Etat Français)

CNCDH (Commission Nationale consultative des droits de l'homme) (Agence indépendante Etat Français)

Commission 144 de l'OIT (Etat Français)

Comité Economique et Social Français, Section Internationale (Etat Français)

G20/G7 : la CFE-CGC participe et contribue aux négociations internationales au G20 et au G7 (Canada en 2018) au travers du Comité Consultatif de l'OCDE et est intervenant dans les Ministérielles.

ICOSI (Institut de Coopération Sociale Internationale)

NATIONS UNIES (Assemblée Générale), New York

OIT (Organisation Internationale du Travail) / Conférence Internationale du Travail

OSI (Observatoire Social international)

PCN (Point de Contact National sur les violations des principes directeurs de l'OCDE à l'intention des entreprises multinationales)

TUAC OCDE-OECD (Trade Union Advisory Committee) Commission Syndicale Consultative auprès de l'Organisation de Coopération et de Développement Economiques

3) PUBLICATIONS

- Bulletin confédéral, lettre d'information confédérale (39 parutions)

- La Newsletter "*le + syndical*" - La lettre d'information bi-mensuelle est adressée par email.
22-24 numéros par an.

Publications thématiques :

- [Flyer de présentation de la CFE-CGC \(Septembre 2017\)](#)
- [Comment identifier le burn-out ? Comment mieux le prévenir \(Juin 2017\)](#)
- [Pas à pas, le guide des jeunes en entreprise \(Mai 2017\)](#)
- [Quelle société pour demain ? Toutes les propositions de la CFE-CGC \(Avril 2017\)](#)
- [Nos outils de communication \(Septembre 2016\)](#)
- [Bande Dessinée handicap \(Mai 2016\)](#)

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Congr s 2018

CIDA

RAPPORT D'ACTIVITES 2015-2017



La CIDA – Confederazione Italiana Dirigenti e Alte Professionalità a été fondée en 1946 et a actuellement son siége à Rome. Elle est composée de 12 organisations professionnelles et représente actuellement 150.000 affiliés individuels.

Les fédérations qui composent la CIDA sont :

Federmanager (entreprises du secteur industriel)

Manageritalia (entreprises commerciales et du tertiaire)

CIMO (médecins publics)

SUMAI (médecins ambulatoire)

FP-CIDA (Fonction publique)

FeNDA (Agriculture et Environnement)

FIDIA (Assurances)

Fédération du Troisième secteur (institutions sans but lucratif)

SAUR (Université et Recherche)

Sindirettivo Banca Centrale (cadres de la Banque d'Italie)

Sindirettivo Consob (cadres de la commission nationale pour les entreprises et la bourse)

FNSA (auteurs)

CIDA au niveau national

CIDA est considérée comme l'une des organisations les plus représentatives du monde du travail, aux côtés de trois/quatre Confédérations de travailleurs et employés. Elle a un rôle social et institutionnel pour le développement des cadres. La CIDA est à la fois une organisation syndicale et une association professionnelle. Parmi les services qu'elle offre à ses membres, elle participe au système italien des relations industrielles et représente les intérêts de la catégorie à travers une activité de lobbying. D'autres services (Conseil professionnel, Assistance légale, Mutualité, Assurance chômage, Pensions, Négociations collectives) sont assurés en autonomie par les Fédérations par des contrats nationaux ou des initiatives unilatérales.

Environ 80% de ses membres sont des cadres supérieurs, 10% cadres moyens et 10% atteignent le niveau de PDG ou sont membres du comité directeur des entreprises dans lesquelles ils travaillent. Environ 49% des affiliés CIDA sont actifs dans le secteur de l'industrie manufacturière, 25% dans les services, 21% dans la fonction publique, 1% dans le secteur financier et de la banque et le restant 4% dans les autres branches (agriculture, troisième secteur, assurance, etc..)

Le Bureau de la CIDA

Le Bureau de la CIDA se compose des 12 Présidents des fédérations membres et du Président CIDA, M. Giorgio Ambrogioni (élu en 2015).

Les principales activités de la CIDA entre 2015 et 2017

1) EVENEMENTS

22-06-2015 Assemblée élective (Président Giorgio Ambrogioni)

14-10-2016 célébration du 70° anniversaire CIDA

Séminaires et conférences sur : l'alternance travail-école, l'osmose entre managers publiques et privée, le rôle social des managers, le rôle des managers dans la santé publique, l'éthique managériale, le rôle actuel de la représentation syndicale

Réunion politiques (principales) :

2015 : Enrico Morando (Vice-ministre de l'Économie), Maurizio Bernardo (Président du Comité des Finances de la Chambre), Enrico Zanetti (Sous-secrétaire du Ministère de l'Economie), Giuliano Poletti (Ministre du Travail)

2016: Maurizio Sacconi (Président de la Commission du Travail du Sénat), Luigi Bobba (Sous-secrétaire du Ministère du Travail), Linda Lanzillotta (Vice-Présidente du Sénat), Sergio Mattarella (Président de la République) Marianna Madia (Ministre de l'Administration Publique) , Cesare Damiano (président de la commission du travail de la chambre), Tommaso Nannicini (sous-secrétaire d'État à la présidence du Conseil des ministres)

2017: Maria Elena Boschi (Sous-secrétaire à la présidence du Conseil des ministres), Gabriele Toccafondi (Sous-secrétaire d'Etat à l'Education), Valeria Fedeli (Ministre de l'education), Enrico Morando (Vice-ministre de l'Économie), Giuliano Poletti (Ministre du Travail), Maurizio Sacconi (Président de la Commission du Travail du Sénat), Cesare Damiano (président de la de la commission du travail de la chambre)

2) ACTIVITES DE LOBBYING/REPRESENTATION D'INTERETS

Principales consultations par la Chambre et le Sénat : Jobs act, le rôle des managers dans les PME, la flexibilité des retraites, la loi de stabilité, les fonds interprofessionnels pour la formation continue, la réforme des cadres de l'administration public, les institutions de recherche, le travail intelligent (*smart work*).

3) PUBLICATIONS/SONDAGES

Documents remis aux institutions

19-05-2016 : document sur les fonds interprofessionnels pour la formation continue (évaluations des initiatives du ministère du Travail concernant les fonds)

26-06-2017 : document sur l'évasion fiscale (élaboré à l'occasion d'une journée de discussion entre le Ministère de l'Economie et les Partenaires sociaux)

25-07-2017: document d'évaluation et propositions des cadres sur la politique économique et sociale du Pays (présenté à toutes les forces politiques nationales)

07-11-2017 : document « Table pour Rome », propositions pour la relance de la Capitale présenté au Ministère du Développement économique et à la Municipalité de Rome

23-11-2017 : la recherche en Italie, propositions de CIDA

Contact

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Congr s 2018

CNC-NCK Rapport d'activité 2015-2018

La CNC-NCK Confédération Nationale des Cadres/ Nationale Confederatie van het Kaderpersoneel a été créé en 1966 et a actuellement son siège à Bruxelles, Belgique. Elle est composée de 3 fédérations professionnelles et 20 groupements de cadres, et représente un total de 8500 affiliés individuels.



Elle représente à la fois des cadres moyens (80%), cadres supérieurs (20%) et des cadres au niveau de PDG/comité directeur (<1%) actifs dans différents secteurs : manufacturier (10%), services (10%), chimie (10%), énergie (30%), télécommunications (10%), banque (20%) et transport (10%).

La structure de la CNC-NCK

Lors de l'Assemblée générale du 23 mars 2017, un nouveau bureau a été élu : Michel Joannes (Président) ; Pierre Pirson, Luc Vinckx, Herman Claus (vice-présidents)

Les principales activités de la CNC-NCK entre 2015 et 2017

1) EVENEMENTS

- Formations Pension, droit des contrats, Elections sociales, licenciement collectif, burnout d'une manière générale tout ce qui touche aux législations sociales en général (2 à 3 fois par an)
- Assemblée Générale CNC 2/2/2015 + réflexion sur le secteur de l'Energie en Belgique et Europe - Orateurs : Herman Claus Président de la CNC, Philippe Hendrickx Président Fédération Energie CNC – Marie-Christine Marghem Ministre fédéral de l'Energie
- Assemblée Générale CNC 24/2/2016 : Orateurs Michel Baudoux Président de la Fédération des Cadres de banque, Herman Claus Président de la CNC, Charles Michel Premier Ministre.
- Assemblée Générale CNC 23/3/2017 Elections Présidence et vice-présidence. Président Michel Joannes ; Vice-présidents Luc Vinckx, Herman Claus et Pierre Pirson.
- Comités d'Entreprise Européen Engie : 1/4/2015, 25/6/2015, 23 et 24/9/2015, 21/10/2015, 4/5/2016, 1 et 2/6/2016, 5 et 6 juillet 2016, 13 et 14/9/2017
- Comité national : une fois par mois, 11 fois par an

2) NEGOCIATION

- Accord collectif par entreprise (Groupements ou associations de cadres) programmation sociale biannuelle 2015-2016 et 2017-2018
- 2016-2017 : Licenciements collectif chez ING
- Mai 2016 : Elections sociales nationales (tous les 4 ans) pour les Conseils d'Entreprise du secteur privé.

3) REPRESENTATION D'INTERETS/LOBBYING

- Groupe pension - cabinet pension 28/5/2015, 8/6/2017 Ministère des pensions
- Pacte énergétique + Faillite Langerlo
- Cabinet énergie 29/5/2017
- 27/11/2015 : conférence de presse « préparation Elections sociales 2016 »

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Congr s 2018

eTIC - ACTIVITY REPORT 2015 – 2017



eTIC is a Federation representing the European Managers working in the field of technologies of information and communication.

eTIC was founded in Brussels in 1999 with the name "Medi@Managers". Its 7 founding organisations were issued from: Belgium, Finland, France, Germany, Italy, Norway and Sweden. In September 2006, the General Assembly chose a new name for the federation: eTIC.

It counts a total of 14 internal national federations.

eTIC is both a trade-union organization and a professional association: it participates in social dialogue and collective bargaining and lobbies for its affiliates.

An Extraordinary General Assembly took place in November 2017 in Cologne.

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Better together

Congr s 2018

Rapport d'activité 2015/2018 de la FECC (Fédération Européenne des cadres dans la construction)



I- Réunions-Elections internes

I-1- Réunion stratégique-Nov 2014

Dès novembre 2014, une réunion s'est tenue entre la FECC et le syndicat CFE CGC BTP (fondateur de la FECC) pour faire un point et définir les actions à mener. Le point principal, compte tenu de notre situation et de nos moyens, a été de conforter notre action au niveau des Comités européens des entreprises majeures de la Construction en France et si possible dans d'autres pays.

I-2- Réunions membres des CEE des entreprises de Construction-Janv 2017

La FECC étant représentée dans les sociétés suivantes :

VINCI-BOUYGUES-EIFFAGE-SPIE-RABOT DUTILLEUL-LAFARGE-SAIPEM

Une réunion d'information d'échanges de conseils et de pratiques a réuni en janvier 2017 les membres des entreprises précédemment citées, couvrant une part majeure de l'activité de la branche en France et en Europe.

Il a été fait le point sur les différentes situations :

VINCI : FECC négociateur et signataire de l'Accord CEE-Expert auprès du CEE et du Comité restreint-montage d'une plateforme indépendante de communication entre membres (12 pays) - recherche de membres européens lors des acquisitions externes-Négociation d'un nouvel accord 2019-2023.

EIFFAGE : Représentante CFE CGC BTP au CEE-gestionnaire d'une plateforme de communication.

BOUYGUES : CFE CGC BTP signataire de l'accord CEE

SPIE : Représentant CFE CGC BTP élu Secrétaire du CEE

SAIPEM : nouveau CEE-information et conseils (Projet PERCEE) sur le contenu du futur accord(Italie)

Transmission des éléments d'informations en provenance de la Commission et des organisations nationales.

Nouvelle réunion prévue au 2^{ème} sem 2018

I-3 FECC-

Assemblée générale et élection du Bureau en mois 2017.

I-4 FECC- AG Stockholm

Participation à l'assemblée générale de Stockholm en juil 2017-Contacts avec les autres Fédérations professionnelles

II- Négociations collectives

Les représentants de FECC participent aux réunions plénières des CEE et des bureaux généralement trimestrielles. La négociation majeure porte sur le renouvellement des accords en exigeant l'application des nouvelles directives européennes. Des commissions spéciales (santé, sécurité, RSE, par ex) peuvent être créées et conduire à des chartes d'entreprise. Les échanges entre les membres des CEE sur ces sujets sont permanents sans être « institutionnels » ; les bonnes et les « mauvaises » pratiques alimentent et justifient les demandes et revendications de nos membres du CEE dans chaque entreprise.

III- Contacts multilatéraux-Lobbying

Les contacts avec diverses organisations sont réguliers.

III-1 Syndicat CFE CGC BTP-membre fondateur de la FECC

Les représentants aux CEE font état de leur activité lors des réunions institutionnelles, conseil, bureau, commissions

III-2 Confédération CFE CGC-Organisation nationale-membre de la CEC-Europ managers

Les représentants ou référents de la FECC ont des contacts avec le Secrétariat Europe Internationale de la Confédération ; ils assistent aux réunions programmées et en cas de problèmes particuliers rencontrent le secrétaire ou les délégués nationaux : les échanges sont fréquents notamment avant et à la suite des réunions CEC. Ils participent aux réponses aux questions que pose la Commission dans le cadre du Dialogue Social européen. Des réunions avec les autres fédérations professionnelles élargissent notre regard sur le dialogue social européen et renforcent la synergie au sein de la CEC.

III-3 CEE des entreprises

Au cours des réunions le contact avec les représentants et les « experts » de la Fédération professionnelle de la CES, la FETBB, est continu : il permet de voir leur réaction sur le terrain en premier lieu et la teneur des « instructions » politiques qu'ils reçoivent par la suite. Ce contact est très important pour comprendre leur attitude et analyser leur réaction à nos propositions.

III-4 Organisations d'employeurs

Le « lobbying » envers les employeurs est plus délicat. Avec l'opportunité des rencontres de négociations de branche, nationales ou régionales, la FECC prend contact avec les représentants européens des employeurs ; pour notre branche, notre but est de participer au dialogue social européen au sein du Comité sectoriel « Construction » que seuls occupent la FIEC et la FETBB : la voix des managers salariés est ainsi ignorée voire rejetée. Patience et longueur de temps seront nécessaires.

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FECCIA – Activity report 2015-2018

FECCIA (Fédération Européenne des Cadres de la Chimie et des Industries Annexes) was founded in 1956 and has its legal seat in Paris, France. It is composed of 7 national professional federations and has currently 100.000 individual affiliates.



It represents professionals (20%), mid-managers (40%), senior-managers (38%) and CEO/board level managers (2%) active in the chemical and pharmaceutical sector. As an organization with a professional association profile, it offers professional counselling, legal assistance but also representation in collective bargaining and presence in the industrial relations system via its national professional organizations.

The structure of FECCIA

FECCIA is governed by a board of 9 members. Its current President is dr. Roland Leroux.

FECCIA's main activities between 2015 and 2017

Over the last two years, FECCIA has carried out a project aimed at increasing the mobility of young employees through mentoring in partnership with the European Chemical Employers Group (ECEG) and with the support of industriAll. The project was supported and funded by the European Commission. As part of the project, workshops for mentors were held in Athens, Madrid, Florence and Prague. In addition, two conferences took place in Vienna and Lisbon.

Moreover, various high-level discussions were held with social partners. Representatives of FECCIA also attended several meetings of the European sectoral social dialogue committees as guests.

Furthermore, FECCIA concluded a number of agreements with French companies to improve the working conditions of FECCIA members.

The next FECCIA General Assembly will take place in London on 1 June 2018. A new board will be elected at this meeting. At the same time, FECCIA will be celebrating the 100th anniversary of its UK member association AMPS.

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FECEC – RAPPORT D'ACTIVITES 2015 - 2017



La FECEC – Fédération Européenne des Cadres des Etablissements de Crédit et Institutions Financières a été créée en 1989 et a actuellement son siège à Pantin, France. Elle est composée de 7 fédérations professionnelles européennes et compte actuellement 50.900 adhérents.

Elle représente à la fois des professionnels, des cadres moyens et supérieurs actifs dans le secteur de la banque et de la finance.

La structure de la FECEC

Le Bureau de la FECEC se compose d'un Président, un Secrétaire General, un Secrétaire General Adjoint et un Trésorier. Elle est assistée par un Comité directeur. Son Président est Jean-Marc Gueguen, élu lors de l'Assemblée générale de 2016.

Les principaux activités de la FECEC entre 2015 et 2017

1) EVENEMENTS

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Novembre 2016 – deux réunions du Comité directeur ; préparation en cours pour une troisième conférence en 2019 (en coopération avec une université espagnole).

2) NEGOCIATION

Signature de trois accords européens (accord sur la prévention du stress, janvier 2017)

La FECEC est également présente dans plusieurs comités d'entreprise européens.

3) REPRESENTATION D'INTERETS/LOBBYING

La FECEC est membre fondateur de Finance Watch, une organisation non-gouvernementale européenne active dans le domaine de la réglementation financière fondée en 2011. Dans ce contexte, elle réalisera prochainement un projet sur le développement d'un code de gouvernance responsable dans le secteur de la *block-chain*.

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FECER – Rapport d'activités 2015-2017



La FECEC – Fédération Européenne des Cadres de l'Energie et de la Recherche a été créé en 1992 et a actuellement son siège à Paris, France. Elle est composée de 8 fédérations professionnelles nationales et compte actuellement 26.000 adhérents.

Elle représente à la fois des professionnels, des cadres moyens et supérieurs ainsi que des cadres au niveau de comité directeur actifs dans le secteur de l'énergie et de la recherche. La distribution de ses affiliés est la suivante : 20% de professionnels, 50% de cadres moyens, 20% de cadres supérieurs et 10% de cadres avec fonction de PDG.

La structure de la FECER

Le dernier congrès de la FECER s'est déroulé à Amsterdam le 17 et 18 janvier 2018. Il a vu l'élection de son nouveau bureau, qui se compose comme suit : Marco Falieri, Président ; Philippe Hendrickx, Secrétaire général ; Philippe Lazzarotto, Trésorier.

Les principaux activités de la FECER entre 2015 et 2017

1) EVENEMENTS

Ce rapport d'activités couvre la période de Novembre 2014 à Mai 2018 correspondant aux activités de l'équipe élue à Newcastle le 16 octobre 2014.

1- Les réunions du Comité Directeur

Le Comité Directeur se réunit 1 ou 2 fois par an. Dans la mesure du possible, les réunions sont combinées avec des visites d'infrastructures.

2- Le congrès de la FECER :

Le dernier congrès de la FECER s'est déroulé à Amsterdam le 17 et 18 janvier 2018. Il a vu l'élection de son nouveau bureau.

3- Les réunions organisées par la CEC

Participation aux Comités directeurs, CA et assemblées générales de la CEC ainsi qu'aux réunions sur la révision des statuts de la CEC et le Leadership Seminar à Stockholm, en juin 2017. La FECER regrette les incompréhensions manifestes lors du dernier Conseil d'administration de la CEC tant en matière d'ordre du jour que des motions portées à décision et ne peut dans ces conditions en valider le compte-rendu. D'une façon générale nous déplorons les pertes de temps et les couts liés à des réunions non constructives handicapées par des enjeux contradictoires entre organisations.

4- Les actions particulières :

Le projet CAERUS a occupé une place importante dans l'engagement de la FECER en tant que partie-prenante du dialogue social européen dans le secteur de l'énergie. Ce projet s'est mené en partenariat avec la CFE CGC ENERGIES et le réseau FIGURE couvrant 21 cursus de Masters en Ingénierie en France avec le soutien de la CEC, de plusieurs fédérations sectorielles européennes,

de grandes entreprises et de plusieurs universités européennes. Il s'est déroulé sur 2 ans de décembre 2015 à décembre 2017.

Le projet CAERUS s'est composé d'une série d'ateliers réunissant des étudiants et des professionnels du dialogue social pour travailler ensemble sur des études de cas. Il s'appuyait également sur une plateforme en ligne visant à développer des interactions entre les jeunes de différents pays et les professionnels du dialogue social au périmètre européen. Un événement important a été organisé en décembre 2016 réunissant 92 jeunes et professionnels sous la forme d'un séminaire Hackathon. Cet événement s'est conclu par une table ronde animée par le Directeur de laboratoire de recherche de l'Université de Paris X Nanterre à laquelle sont intervenus le Président de la CEC, un membre du CESE, un représentant de la Commission européenne pour présenter leur vision des enjeux du dialogue social européen.

Le livrable final, sous forme d'un kit de sensibilisation au dialogue social européen a été réalisé par les jeunes. Le projet a par ailleurs été présenté en 2017 en réponse à un appel à candidatures dans le cadre du Prix Altiero Spinelli organisé par la Commission européenne pour valoriser les projets européens qui participent à la sensibilisation de différentes populations aux enjeux européens. Il n'a malheureusement pas été soutenu par la Commission européenne dont les processus d'évaluation sont souvent décevants ...et mystérieux.

2) NEGOCIATION

Accord européen du Groupe TOTAL :

Dans le prolongement des relations sociales engagées dans les années antérieures au sein du Groupe TOTAL, la FECER a été invitée par la direction de Total à participer à un nouveau round de négociations aux côtés de INDUSTRIALL EUROPE et de la FECCIA. Ces négociations portaient sur un avenant du Comité d'entreprise européen pour tenir des changements d'organisation survenus depuis 2013 et pour désigner de nouveaux membres du CEE. Elles se sont traduites par la signature d'un accord en date du 30 juin 2017.

3) REPRESENTATION D'INTERETS/LOBBYING

1- Réponses aux consultations de la Commission européenne

La FECER s'est inscrite en Mars 2012 sur le registre de consultation de la Commission Européenne : REGRIN. Les informations relatives à l'inscription au registre de transparence sont actualisées annuellement. La FECER répond aux consultations de la Commission européenne relatives aux sujets à enjeux pour ses affiliés. A noter plus particulièrement en 2017 la réponse de la FECER à la Consultation de la Commission Européenne sur l'évaluation des programmes d'assistance au décommissionnement de centrales nucléaires.

2. Position papers

La FECER, a livré juste à temps, pour le début des discussions du trilogue, ses 12 propositions d'amendement du paquet énergie propre de la Commission européenne. La proposition de réforme des marchés de l'énergie, présentée par la Commission européenne le 30 novembre 2016, comporte 8 textes législatifs (4 directives et 4 règlements) et énonce la triple ambition de parvenir, d'ici 2030, à:

- Accélérer l'intégration des marchés de l'électricité en Europe,
- Une augmentation continue de l'utilisation des énergies renouvelables et une

- plus grande efficacité énergétique,
- Placer le consommateur européen au coeur du système.

Ce package composé d'environ 4 000 pages a nécessité un gros travail d'analyse et de synthèse pour arriver à en partager les enjeux et faire des propositions d'amendements concrètes. Une belle démonstration de la capacité à trouver des consens constructifs au niveau européen pour défendre les intérêts collectifs de nos affiliés et la performance économique de nos entreprises et pays. Les propositions de la FECER ont été relayées par la CEC sur son site web ainsi que dans un courrier adressé au DG ENER. Ce soutien est positif.

3. Divers

- European Commission - European Refinery Forum
- Commission Platform "Coal Regions in Transition"
- Women4Energy – 1st European Network of Women in the Energy Sector, co-launched in 2012: Annual conferences

4) PUBLICATIONS, SONDAGES, ETUDES

Un travail important de mise à jour et de maintenance a été réalisé sur le site web :
www.fecer.eu.

Outlook & challenges - Structural changes in the European energy sector
Opportunities and risks by digitalization in the energy sector
New labour models / contracts

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Congr s 2018

FICT- Activity report 2015-2017

FECCIA (Fédération Internationale des Cadres des Transports) is a European professional federation, gathering professional and trade union organizations representing managers in the transport sector. It is currently composed of 4 national professional organizations:

- DEA, the Danish Engineer Association, from Denmark
- Aerquadri – Federmanager, representing mainly "cadres" in the air transport sector in Italy.
- Federmanager Italia
- CFE-CGC Transports, active in France.

FICT gathers approximately 4500 individual affiliates

FICT's main activities between 2015 and 2017

FICT General Assembly in Paris On Monday 18 July 2016 the FICT (Fédération Internationale des Cadres des Transports) held general assembly in Paris, where the board was re-elected with President Per Jørgensen (Danish Engineers' Association) and General Secretary Innocenzo D'Emiliano (Federmanager/Italy) leading the organization.

At the General Assembly there was a broad level of consensus that the FICT maintains its focus on the work with regards to creating a fair and a level playing field for transport of goods and transport by sea, and in that way to restrain the illegal cabotage transport. In this context the FICT is pleased to learn that during a meeting in June 2016 for the EU Council of Ministers it was suggested to improve statistic information regarding illegal cabotage transportation as well as to have identical rules within the EU regarding legal cabotage transportation.

Within the area of air transport acceptable wages and labour conditions were suggested within the European aviation sector. The FICT has previously issued a report and is in possession of further material, which can be obtained on application to Head of Legal Department, Søren Nim Larsen, snl@mmf.dk.

The FICT has previously informed of the need for investments within the European infrastructure.

In the first place, a new round of applications concerning EU funds for transport infrastructure has been carried out in 2016 within the transportation part of EU's infrastructure fund, Connecting Europe Facility (CEF). Especially focusing on the traffic management system (SESAR (aviation), ERTMS (railway) and ITS (road) as well as the maritime programme "Motorways of the Sea". Through increased investments, energy-efficient transportation and improvement of the

environment can gradually be obtained, which will contribute positively to the European economy and consequently will be creating new jobs.

Furthermore, the FICT is very positive with regards to the fact that the efforts concerning education and development of leaders within the transport sector – both professionally and personally – should be increased, and in that way creating further innovation and development. This might result in maintaining the European transport sector at a high level measured with regards to security and safety.

In 2015 the FICT has joined an international cooperation TC 436 concerning "Cabin Air Quality in Commercial Aircrafts" as an associated member. The cooperation shall assess and contribute to technical solutions to improve the air climate onboard commercially driven passenger aircrafts among other things. The FICT will on an ongoing basis inform of the cooperation and the results hereof as it is of great importance for the cabin crew and the passengers' health.

In September 2017, the FICT promoted a broad-spectrum conference on European transport in Copenhagen, including representatives from the Danish Parliament and European management organizations.

In particular, the following speakers took part (usefull links as follows).

-Morten Bødskov, Danish Parlament

<http://ipaper.ipapercms.dk/MaskinmestrenesForening/fict/fict-mega-trends-in-the-transport-sector/>

Jean-Emmanuel Crepin, CFE-CGC

<http://ipaper.ipapercms.dk/MaskinmestrenesForening/fict/cfe-cgc-fict-presentation/>

-Mikkel Hansen, MDC

<http://ipaper.ipapercms.dk/MaskinmestrenesForening/fict/fict-mdc-mikkel-hansen/>

-Mette Sanne Hansen, DTU Maritime

<http://ipaper.ipapercms.dk/MaskinmestrenesForening/fict/how-digital-will-transform-maritime-transportation-280917/>

-Erik Østergaard, DTL

<http://ipaper.ipapercms.dk/MaskinmestrenesForening/fict/fict-mega-trends-in-transport-28092017-dtl/>

Congr s 2018

At the end of 2017, President Per Jorgensen resigned for personal reasons. The General Secretary, Innocenzo D'Emiliano, is temporarily acting as President.

The Board of Directors meeting in Marseille decided to convene a General Assembly on 29 May 2018 for the election of the new President and Statutory bodies in Paris.

The same body established the new position of vice president of logistics, continuing the tradition of a holistic view of the transport world by the FICT.

Ledarna, the Association of Managerial Staff, Sweden

Ledarna was founded in 1905 and is now an association of managerial and supervisory staff with more than 93,000 members. In addition to a central office organisation based in Stockholm, Gothenburg and Malmö, Ledarna currently has 2,000 local representatives who support members in workplaces throughout Sweden.

Ledarna is an organisation exclusively for managers and supervisors, offering services ranging from leadership development and career advice to income protection and union representation. Our goal is to help our members become more confident and more successful as managers.

Representatives are elected by members in the workplace, and their tasks include representing Ledarna, representing members during negotiations with the employer, and lobbying for the adoption of management contracts at local level.

Ledarna's central offices employ over 120 staff, including lawyers, management advisors, negotiators and leadership experts, who provide day-to-day services for members.

81 per cent of Ledarna's members work in the private sector, and 19 per cent in the public sector. 62 per cent of members are first-line managers, 33 per cent are middle managers, and 5 per cent hold positions at corporate management level. Just over a quarter of Ledarna's members are women, and the average age of members is 48.

Ledarna at national level

Ledarna is an independent national association of members with 18 sector-specific associations. Ledarna is politically independent and is not involved in any of Sweden's central trade union organisations. Ledarna is, however, a member of PTK, which is an affiliation of 25 national member associations representing around 810,000 white-collar staff in the private sector. PTK deals with issues relating to pensions and insurance, the work environment, board-level representation and reorganisation.

Ledarna's Governing Board

The Board consists of 11 elected representatives and one staff representative. The Board is responsible for the strategic management of Ledarna; it manages and develops the organisation's operations in accordance with the decisions of the Congress.

Members of Ledarna's Governing Board for 2014–18:

<ul style="list-style-type: none">• Annika Elias, Chair Elected to the Board in 2002, Chair since 2006. Re-elected in 2010 and 2014.	<ul style="list-style-type: none">• Susanne Andersson Tullverket, elected to the Board in 2010• Anders Grahn
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<ul style="list-style-type: none"> • Lars Tengvall, 1st Vice Chair NCC Construction AB, elected to the Board in 2008 • Katarina Lindh, 2nd Vice Chair Falkenbergs Bostads AB, elected to the Board in 2014 • Stina Nordström SPF Seniorerna, elected to the Board in 2006 • Benny Petersén GKN Driveline AB, elected to the Board in 2006 • Håkan Blomqvist Wasabröd, elected to the Board in 2006 	Vedum Kök & Bad AB, elected to the Board in 2014 <ul style="list-style-type: none"> • Dastan Media Ringlund City of Gothenburg, elected to the Board in 2014, resigned 2016 • Kajsa Hessel Projektgaranti, elected to the Board in 2016 • Lorri Mortensen Mates Nya Moderaterna, elected to the Board in 2014 • Anneli Samuelsson Region Gävleborg, elected to the Board in 2014 • Anna Nilsson Ledarna staff representative, Board member since 2013
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Ledarna's main activities between 2015 and 2017

Over the past two years, Ledarna has focused on going digital. We have pursued a wide-ranging initiative to digitalise and personalise our service offering and our advice and development programmes to better serve the needs of our members.

Ledarna's most recent Congress met in May 2016 in Stockholm. The Congress, Ledarna's highest decision-making body, consists of just over 100 representatives appointed by the 18 sector-specific associations. The Congress elects the Governing Board of the Association and its auditors, discusses proposals, adopts rules and operational goals, and decides which issues will be prioritised over the next four-year period.

Since 2015 we have improved our support for local representatives, mainly in the form of training courses and coaching. We publish an annual ranking of Sweden's top 75 young women in management positions. What they all have in common is that they are making a difference and showing the value of good leadership.

Ledarna organises a number of courses and seminars focused on leadership and management issues, which are held in various locations around Sweden. Between 2015 and 2017 we developed sustainability concepts, including actual and digital courses, management guides, podcasts and films. Other topics include the leadership of the future and managing change, as well as career development and leadership courses.

Ledarna is a member of CEC, the European managers' confederation. We also take part in international activities through our involvement with federations representing managers at sector-specific level. In 2017, Ledarna hosted a European conference on the topic of 'Future Leadership', attended by over 50 delegates from 17 managerial associations across Europe. The presentations included a study of Scandinavian business leadership conducted jointly by Ledarna in Sweden, Lederne in Denmark and Lederne in Norway.

Also in 2017, we took part in research projects on future skills provision and on managers' working environment.

During the 2015–17 period, Ledarna published the following reports:

2017

- Ge kvinnor chansen på arbetsmarknaden och männen i hemmet
[Giving women a chance in the workplace and men a chance at home]

The way it is used in practice, parental benefit is helping to preserve unequal career opportunities and management structures.

- Rapport skandinaviskt ledarskap - [Scandinavian business leadership]

Business leadership across Scandinavia has various traits in common, according to this study of 1,559 managers in Sweden, Norway and Denmark.

- Tiden går – attityder består - [Time moves on – attitudes persist]

Ledarna's sixth report on equality shows there are still far too few women in the most senior positions and a large gender pay gap.

- Dags att värdera ledarskapet - [Putting a value on leadership]

For the 10th year running, Ledarna collected data on executive pay in Sweden. Once again, we found that the reality was far removed from the fantastic sums often reported by the media.

2016

- Att leda mot framtiden - [Leading into the future]

Amid a paradigm shift in employment structures and forms of work, Sweden's managers are an ageing group.

Better together

- Ovanligt bra chefer sökes - [Looking for exceptional managers]

The Swedish public do not think managers as a group are reflective of the wider community. No woman made it the top ten when members of the public were asked to name a business executive.

- Lönlöst att prestera? Små möjligheter till lönekarriär i kvinnodominerade yrken

[What's the point of achievement? Little opportunity for lucrative careers in female-dominated professions]

Many Swedish women are in professions where it is hard to make a lucrative career.

- Glastaket består – 50 år till jämställdhet på den högsta chefnivån

[The glass ceiling persists – 50 years to reach equality at senior executive level]

A new report shows that female managers work free for 33 minutes daily.

- Critical Trends for Leadership in the Future

The trends we focus on in this report are: globalisation and the shift of economic power to Asia; technological advances and the changes they generate; polarisation of the labour market; working life diversity; and managing the managers of the future.

- Chefslöner på riktigt - [Executive pay – the facts]

The average Swedish manager earns SEK 44,250 a month, including benefits and variable salary components, according to new statistics compiled by Ledarna.

2015

- Vem leder oss in i morgondagen? - [Who will lead us into the future?]

Over the next 10 years, 126,000 managers are expected to leave the Swedish workforce – the equivalent of 48 managers retiring every working day, or 240 managers a week.

- Dags att öppna dörrarna till de högsta chefnivåerna - [Time to open the doors to senior executive positions]

The number of women in executive positions is slowly increasing and has risen by 10 percentage points in the past 12 years.

Contact

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Congr s 2018

ACTIVITY REPORT 2015 - 2017

Lederne DK was founded in 1899, its legal seat is in Copenhagen. It represents the professional, financial and social interests of its members. As a service organisation Lederne offers its members an extensive range of professional services. These include counselling related to pay and employment terms, legal aid, professional training, unemployment insurance and a magazine "Lederne" ("The Executives"). It represents 115.000 members and executives and employs a staff of 330.

Of its members, 27% are professionals, 43% middle-managers, 20% senior managers and the final 10% reaches the board level. The main sector of activity is retail and wholesale (31%), followed by manufacturing (20%), services (14%), public services (10%), construction and ICT (5%).

Lederne is active both as a trade-union and a professional association. It offers its members professional counselling, legal assistance, healthcare and unemployment insurance as well as pension services, and is present at collective bargaining level.

The governing board of Lederne

The President of Lederne is Svend Askaer; vice-Presidents Lars Møldrup and Kirsten Hvid Schmidt.

Main activities of Lederne between 2015 et 2017

1) EVENTS

Lederne holds weekly member events such as conferences, seminars, training classes, networks. We handle yearly around 120.000 service calls from members, and gives legal advice in more 16.000 legal cases, and measure member satisfaction to 91 pct. Approximately 20.000 members attend yearly one of our many conferences on leadership and good governance.

We have a weekly Facebook reach on 250.000 people and a strong presence on all social media platforms. We have taken part in the UN program Women Deliver and mark good leadership through the prize awarding best leader of the year (November), which is followed extensively in the Danish media, as well as a yearly prize for the best book on leadership published by a Danish author and in January each year The Women Board Award.

We have more than 70 yearly leadership training programs, including our own masterclasses on leadership, official merit giving courses and internal company programs. Danish media covers the position on the organization through an average of 7 daily news editorials referring to app 2.200 news articles a year including national TV and radio broadcasts, and in addition yearly we cover the media with app 200 chronicles and debate articles

2) COLLECTIVE BARGAINING AND SOCIAL DIALOGUE

In this respect, the organization has participated in tri-partite negotiations on education especially on increasing the number of young people in vocational training programs, better integration of people granted asylum and adult training programmes and negotiate 48 collective agreements on public service. Danish managers and executives on the private labour market are mainly covered by individual contracts and not collective agreements.

3) ADVOCACY AND LOBBYING ACTIVITIES:

Finally, Lederne DK is a recognized national social partner and performs intensively advocacy and lobbying campaigns at national level. Lederne produces app 25 papers yearly based on member surveys, covering topics such as leadership challenges, barriers on good governance, working hours, job security, refugees on the labour market, the psychic working environment, conflicts, sexual harassment, communication, working space and leadership. These reports are the cornerstones in our political consultations, meetings and media work. And thus we give voice to our more than 115.000 members on multiple levels.

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LEDERNE NORWAY

Activity report 2015 - 2017

The members of Lederne Norway are mainly middle management employees working in a wide range of sectors. Most members are employed in the oil and gas sector, leaders in kindergardens, transport, hotel and restaurants, groceries, public sector, industry, marine businesses and protected industries, to mention a few.

For the first time in 21 years, Lederne elected a new president during this period. Jan Olav Brekke stepped down at the 2016-congress and became retiree.

Brekke was replaced by Audun Ingvartsen.

Vice president since 2004, Tor Haehre, could not be reelected due to a change in the statutes, stating that the organization's employees no longer could be elected president or vice president (Haehre was the former employed head of communication when elected at the 2004-congress). He serves now as employed political advisor for Lederne.

Liv Spjeld By was then elected vice president, and became the second female vice president of the organisation.

Due to the fact that 1/3 of the members of Lederne Norway are employed in the oil and gas sector, and even more several thousands in companies that support this sector, one of the biggest challenges the last years has been the support of these members from unemployment caused by downsizing. Many of the oil companies have been orientated in using the high advanced petroleum technology for implementation in the green shift. Several of Lederne's members are employed within this development.

The recent years have also represented an upsizing of the numbers of employees in Lederne. In the early years of the 2000's, many of the internal office functions were outsourced to external companies. These functions have now been reinstalled after buying the new main office in the center of Oslo, and the number of employees has been increased. Lederne has also bought and staffed a branch office in Stavanger.

Lederne has for years had considerable amounts of money invested in both national and international stocks, which have not gain much return. The board therefore decided to sell out these funds and invest in three apartments in the Torrevieja area in Spain, which all members have the opportunity to rent at a relatively low cost.

During the years Lederne has cooperated with NITO - The Norwegian Society of Engineers and Technologists, both concerning joint seminars, meetings and competence improving activities. Both organisations have the view that despite competition on some of the member areas, there is also room for cooperation when in benefits the organizations' members.

Lederne has started a comprehensive strategic debate and development process, where all members have been invited to participate. The goal is to design a modern and up to date managers` organization, realizing that some of the old fashioned and traditional trade union functions to some extent may be outdated and deprecated in a modern society. Surveys have shown that many people, especially younger managers and leaders, may not be interested in the same services provided by traditional trade union organisations as older generations. To make it easier to recruit new members, and updating Lederne`s functions, a strategy debate throughout the organization has therefore been initialized.

In November 2016, Toril Gjelsvik Tombre, stepped down as treasurer with the CEC, and was replaced by Tor Haehre until the 2018-congress, working mainly with communication issues. Haehre has also been elected vice president with FECCIA, the chemical federation within the CEC.

The last 10 years Lederne has continued the tradition with annual comprehensive manager surveys in cooperation with Oslo and Akershus University College of Applied Sciences. This survey contains members` and managers` view on important society issues regarding working life, salary development, political matters and managerial challenges, to mention a few.

Lederne has the last years annually also participated in the so called "Arendalsuka", where many organisations, political parties and others gather for almost a week in august in the southern coast city of Arendal for political debates and exhibitions.

By the end of 2017 the total number of members in Lederne Norway was 17 500, and counting.

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Congr s 2018



MAS, the Managers' Association of Slovenia ACTIVITY REPORT 2015 - 2017

MAS – the Managers' Association of Slovenia was founded in May 1989 in Ljubljana. It currently has 1.100 individual members and offers advocacy and lobbying services to its affiliates. The main goal of the association is to encourage Slovenian managers to act ethically, supporting the professional development of management. In doing so, MAS wants to represent the voice of the Slovenian management in public.

The Structure of MAS

The president of MAS is since April 2014 Mr. **Aleksander Zalaznik**, General Manager of Danfoss Trata and Senior Vice President, Business Unit Controls at Danfoss. He was reelected as President in March 2017. Highest body is General Assembly which consists of all members of the association. Executive Director of MAS is Ms. **Saša Mrak**. Executive Board is the highest executive body of the General Assembly and MAS. It has up to 30 members, including the President of the MAS. The Association conducts its activities through its bodies and sections. Sections, organized according to the interests of the Association's members, are: Section of women managers, Section of young managers and International Section. Executive committee of MAS include president **Aleksander Zalaznik**, vice presidents: **Tomaž Berločnik**, Petrol, **Tomaž Lanišek**, Knauf insulation and **Medeja Lončar**, Siemens, with president of the sections: **Lovro Peterlin**, Young managers, **Melanie Seier – Larsen**, women managers, and **Wolfgang Zeike**, international managers, together with **Saša Mrak**, executive director.

MAS main activities between 2015 and 2017

1) EVENTS

Summit100 - in order to create a strong cohesion point for economic integration in the future and to support political efforts for improving both relationships and life in the region itself, the Serbian Association of Managers, the Croatian Employers' Association and the Managers' Association of Slovenia jointly organize a regional summit of business leaders in SE Europe. The conference is organized annually, in 2015 it took place in Slovenia. It is the biggest regional professional conference in the area of management and economics, bringing together the leading economists from the countries of SE Europe.

Management Congress - the main event of the year, attended by more than 300 Slovenian managers annually. A two-day congress which traditionally takes place in Portorož, is therefore one of the most renowned and important business meetings in Slovenia. The participants can choose from a wide array of lectures on selected current professional topics. It is a festive event with the most prestigious management award Manager of the Year and the Include.All Company award

The January gathering - it is the first gathering of the year for members of MAS and one of our largely attended events with a participation of more than 300 leading managers and highest political representatives. It is also one of most important economic events in Slovenia, since it is when the Prime Minister traditionally presents the government measures of the past and current year. January gathering includes presentation of the Lifetime Achievement Award and the Young Manager of the Year award.

MQ Conference - the main mission of the MQ Conference is to create a space for a faster recognition of the knowledge, practices and skills of innovative leadership ready to face the challenges and opportunities of the modern world.

Gala evening in Opera - it is a unique gala event that the members of the Managers' Association and managers of the international economic environment devote to their partners. With the share of funds from sold tickets and supporters of legendary opera classics, with the Fund for Talents, we support young promising managers.

Management without borders – it is a new project of MAS, organized first time in march 2018, when we visited Czech Republic. It is a business visit to foreign country which purposes are strengthening the international cooperation of the MAS and the exchange of good business practices between individuals, organizations and companies of the visited country.

Events of the sections - three sections organize individual events that are of interest for their members. Women managers are devoted to equal opportunities and excellence for women in business, young managers strive for business ethics and development of young talents, and International section strive to greater internationalization.

Conference Originality in Women in Management - from 2002 until 2016 over 100 top women executives gather annually to promote best practices, new leadership guidelines and stress out importance of balanced leadership in companies. In 2018 the section of women managers are introducing a new type of event to provide participants with new (international) knowledge and enable them to learn about success stories and create opportunities for successful business.

Introduction meetings for new members: new members can get to know organization, have a conversation with renowned manager and network. Meetings are organized three times per year.

Quick workshops: 2-day in-depth workshops for members from members about specific knowledge (communication, sales, finance,...). Workshops are organized two to three times per year.

Regional events: officers of MAS meet with members in their own region and discuss about current issues.

4x10 minutes – event where four outstanding native and foreign speakers, in a short, sincere and pervasive 10 minute talk, share their rich life and professional experience on the selected red thread of the event. The event is organized by all three sections.

Come together - international section regularly organizes the meetings 'Come together ', which are intended for sharing experiences and creating acquaintances between Slovenian managers and

managers and foreign managers and managers in Slovenia. Meetings are generally hosted by foreign ambassadors in their residence in Ljubljana.

General Assembly - annually members gather to adopt activity and financial reports, together with plans for current year. On non-election years e-general assembly is conducted. In 2017 internal elections held place.

2) ADOVACY/LOBBYING ACTIVITIES

Public responses and/or **position papers** on drafts of laws and changes in laws, especially in the field of labor, labor market and tax legislation.

Working groups for **labor and tax legislation** - examined proposed amendments to labor and tax legislation and presented new proposals about labor and tax laws which would ensure dignified conditions of employment of the individual and give the economy the necessary flexibility.

Working group for **Social security cap**: MAS is a strong believer in the need to implement the cap on social security contributions. The social security contributions are already in general high in Slovenia, but they are especially high for employees with higher salaries. The goals of the implementation of social cap are higher net salaries and strengthening the competitiveness of the economy. In 2017 MAS filed a request for the assessment of the constitutionality of excessive taxation of work.

President and executive director of MAS conduct **meetings** (especially in the time of coming elections) with leaders of the biggest political parties in Slovenia;

MAS is a member of "**economy circle**", partnership of six economy organizations, which draws attention to the importance of economy and strives to make the economy an important topic on the agenda of politics and journalists.

3) PUBLICATIONS/SURVEYS

Research on the knowledge of a social security cap (or a social contribution cap), 2015 - in January 2015, in cooperation with Ipsos, we carried out an online survey, in which we determined the attitude of Slovenes to the social / contribution cap.

Research on charismatic leadership, 2015 - The research on charismatic leadership is the biggest research on this topic in Slovenia. The MQ Magazine and the company Profiles International Slovenia conducted a research between June and October 2015 on the charisma of Slovenian managers and compared those findings to the management staff abroad. The research included 1,392 evaluators who were given the task of evaluating 137 leaders on the basis of a 360-degree questionnaire.

Research on the digital index of the Slovenian economy, 2016 - the research, which included more than 200 Slovenian companies, was conducted in the summer of 2016 in cooperation with AT Kearney. The aim of the research was to determine the attitude of Slovenian management towards digitalization and the level of digital development in Slovenian companies.

Analysis of the economic performance of the Slovenian economy and a comparison of this performance with the companies led by members of the Managers' Association of Slovenia, 2016 - The research was conducted by the company Bisnode in May 2016. Its aim was to analyse the economic performance of companies, led by the members of our association compared to the general economic performance in Slovenia.

Creation of digital promise, 2016 - digital promise, designed by **work group for digitalization of MAS**, encourages managers to consider the steps they can take to prepare the company for new situations and to tackle digitization within the company. Digital promise is a personal promise, as it is given to the manager by himself and his company. The collective goal of the promise is to speed up the pace of introducing changes that depend on digital transformation in Slovenian companies.

MQ magazine - unique professional publication in the field of management. It is issued three times a year. So far, we have already issued 40 magazines.

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Better together

Congr s 2018



SAM, the Serbian Association of Managers

ACTIVITY REPORT 2015 - 2017

SAM – the Serbian Association of Managers was founded in 2007. It currently has 440 individual affiliates and offers the following services:

- Professional development of managers and affirmation, advancement, professionalization and promotion of the managerial profession;
- Promotion of best business practices, companies and responsible, ethical and sustainable business;
- Creation of the platform for efficient networking and cooperation among managers in Serbia.
- Support of the regional cooperation;
- Enabling open dialogue with representatives of the Government and its institutions for improvement of the overall business environment in Serbia.

The Structure of SAM

The bodies of SAM are:

- Assembly
- Managing Board
- President
- Supervisory Board
- Ethical Commission

Last year (February 2017), the new Managing Board was elected at the Annual Assembly meeting, with Stanka Pejanovic as the President until 2020. Prior to that, last internal elections were in 2015.

SAM main activities between 2015 and 2017

1) EVENTS

In the period 2015 – 2018, Serbian Association of Managers organized and initiated many activities, events and projects that served the mission and goals of the Association. Annually, SAM organizes between 50 and 60 events, but in this report, we will present only the most important ones. Other information about SAM activities can be found on www.sam.org.rs

On an annual basis, activities organised by the Serbian Association of Managers are attended by more than 3,000 people, with the membership growing from year to year (presently over 400, the record-high number since the establishment). **Last year only, more than 60 events** were executed for the members, with a focus on continuous education and professional development of managers, promotion of the best business practices,

responsible, ethical and sustainable business operations and efficient connections among managers. Some of the projects include the exclusive **MenProSAM mentorship program**, already in the third generation; than over 30 exclusive training courses and workshops with local and foreign lecturers. In 2017, a discussion on two relevant topics was initiated: **Sustainable Development and Digital Transformation**.

Traditionally, the **SAM Annual Awards** (December 2015, 2016, 2017), were granted to individuals and companies advocating for better business conditions, manager profile professionalisation, promotion of ethical and socially responsible business operations and development of leadership among youth. This high-level event, that gathers over 400 distinguished guests from business, government and media is considered as one of the best business events in Serbia.

Last year (February 2017), the new Managing Board was elected at the Annual Assembly meeting, with Stanka Pejanovic as the President until 2020. Prior to that, last **internal elections** were in 2015.

In cooperation with United States Agency for International Development (USAID), SAM implemented in 2015-2016 a 22-month project supporting Serbia's entrepreneurship initiatives. "The New Beginning" Project presented 200 entrepreneurial initiatives at Entrepreneurship Fairs in 11 cities and regions in Serbia. The Fairs provided citizens with investment ideas, lectures, and relevant information about entrepreneurship. The Project was implemented in collaboration with the Serbian Chamber of Commerce, Regional Chambers of Commerce, the Ministry of Economy, the Ministry of Public Administration and Local Self-Government, the National Employment Agency, the Development Agency of Serbia and numerous local organizations.

The Association has launched various initiatives with selected institutions, with a common goal of contributing to creating a better economy as the foundation for creating a better Serbia (a **Memorandum of cooperation** was signed with the Ministry of Youth and Sport, enabling scholarship beneficiaries of the Fund for Young Talents to undergo professional internship in the best companies, SAM members (February 2015). Furthermore, bilateral meetings on various topics were organised – with the French-Serbian Chamber of Commerce (September 2015), promoting the importance of cooperation between local and foreign companies and their representatives, exchange of experience, transfer of the best business practices and support to trade exchange, in this case with France, attracting investments and promotion of the Serbian economy in the international market.

Participation in the "Serbia on the Road to the EU" round table, organised by the EPP Group's member in the **European Parliament** from Slovenia, Franc Bogovic (May 2015). The topics included the significance of the future of the EU enlargement process, key challenges for Serbia on the road to the EU and Serbia's membership in the EU, most relevant areas of adjusting our legislation, utilisation of EU funds, abilities of the state and local administration to use EU funds and identification of key challenges for the economy and the economic climate.

Attendance of a **meeting in Brussels** (April 2015) with officials with the Directorate-General for Neighbourhood and Enlargement Negotiations of the European Commission on the business climate in Serbia, process of Serbia's accession to the EU and methods of engagement and contribution of business association to the negotiation process.

2) ADVOCACY/LOBBYING ACTIVITIES

One of The Serbian Association of Managers goals is improving cooperation with the Government of the Republic of Serbia and its institutions through open and constructive dialogue and shared activities, aimed at enhancement of the business climate in Serbia, fight against grey economy, launch of CSR initiatives, youth promotion, improvement of regional cooperation and support to the EU integration.

On annual basis, high-official meetings with the **Fiscal Council of the Government of Serbia** were organized (April 2015, 2016, 2017 and 2018). These public forums serve as the platform for the open public-private dialogue where topics such as macroeconomic and fiscal trends, exchange rate trends, business environment, growth of GDP and necessary reforms are discussed and the most relevant information are shared, including how managers can contribute to economic development.

Participation in the organisation of the **Summit100 Business Leaders of Southeast Europe**, held for the first time in Serbia (in 2011), with the SAM as the organiser of another six Summits after that. This year (October), the event will be held in Serbia again, and this business initiative is devised as a strong cohesive tool for establishing economic connections in the region and represents solid contribution of business leaders to political efforts focused on improving economic cooperation and competitiveness of the region.

3) PUBLICATIONS, SURVEYS, STUDIES

For the USAID project "The New Beginning", SAM has **prepared a publication with over 150 entrepreneurial initiatives** aiming to show that it is possible to start a business with a few hundred euros, as well as with several thousand. Publication with entrepreneurial ideas were based on a month-long research and were in accordance with the specific needs of each region of Serbia. They are classified by the amount of investment, as well as by a branch of economy: production, services, trade and agriculture. Publication included advices and ideas about areas in which they could potentially invest, what it takes to run a business and how much are the initial funding.

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SNQTB

ACTIVITY REPORT 2015 - 2017



SNQTB – the union for managers and professionals for the banking sector in Portugal was created in 1983. It currently represents 55.000 individual affiliates, only 19.000 of them with voting rights. The organization represents managers, from mid- to board level.

As a professional trade union, the organization is present in the national social dialogue and industrial relations systems and participates in collective bargaining. It also provides its affiliates with healthcare and pension services. In addition to these services, as a professional organization it offers legal and professional counselling and ensures advocacy activities.

The Structure of MAS

The Board of Directors of SNQTB is composed of 11 members, the Executive Committee has 5. The Chairman of the organization is Paulo Marcos, elected at General Assembly in December 2015 for a 4-year mandate.

MAS main activities between 2015 and 2017

1) EVENTS

- USI – Independent trade unions confederation congress (October 2016; November 2017)
- Wage union debate on European Parliament (November 2017)
- 12 regional congresses and more than 150 seminars, conferences and meetings (through 2017)

2) COLLECTIVE BARGAINING AND SOCIAL DIALOGUE

- Permanent representation cabinet (REPER-IRCT) to discuss legal and financial matters with banks.
- Permanent seat and vice-presidency of Madeira Regional "Economic and Social Committee", with deliberative powers over income, wage policies and laws.

3) ADVOCACY/LOBBYING

- Permanent cabinet on advocacy/lobbying activities with several meetings in national and regional legislative parliaments.
- Audience with the President of the Republic to discuss important and potential disruptive subjects concerning changes in the Portuguese banking industry.

4) PUBLICATIONS

Monthly newsletter

Contact

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ULA – United Leaders' Association, Germany

ACTIVITY REPORT 2015 - 2017

ULA –United Leaders Association, founded in Germany in 1951, is a confederation of sixteen professional associations. Each member association represents managers and professionals from one or several branches in the German economy, all in all around 60.000 managers.



Our member associations' most important service consists in offering assistance around the job before, during and after the professional career. The associations' individual members receive professional support by means of legal assistance but also professional counselling, pensions. Furthermore, ULA is closely involved in the national Social Dialogue because there is a constant contact and exchange with the DGB and the Employers Association.

As far as the representation of workers is concerned, ULA does not participate in collective bargaining. Only in the chemical sector the largest ULA-federation VAA is bargaining an agreement on the salary of young graduated chemists for the second year in the company. So the bargaining is quite limited to a special case.

ULA is a voice in the political debate. It has a very high reputation because it represents an important group of employees and has proved expertise in the field of Social Security and labour. The statements of ULA are recognized because it is not perceived as a pressure group but as a player whose positions are balanced and focused on the wellbeing of the whole society.

The Structure of ULA

The two main decision-taking bodies of ULA are the General Assembly and the Executive Board. In 2015, 2016 and 2017 ULA held in each year the annual general assembly with its 16 federations. In 2017 Roland Leroux was re-elected President.

ULA equally represents mid-managers and senior managers; its affiliates are present in different sectors: manufacturing, public services, chemical and pharma, banking, energy, ICT, construction and transport. You can find below the list of professional federations:

VAA – chemical sector

VFF – various branches

VGA – insurance

VDL – agriculture

bdvb - economists

kdf – German managers working in Spain

DP DHL MA – managers in Deutsche Post

VMA – managers in Volkswagen

BVHD – public sector

BVBC – accountants and controllers

Völklinger Kreis e. V. – gay managers

MM-Verband – managers from the health sector

syntra – managers in Deutsche Telekom

EAF Berlin – equality and diversity

BPW Germany – Business and Professional Women

EWMD Germany – European Women's Management Development

ULA main activities between 2015 and 2017

1) EVENTS

In 2015, 2016 and 2017 ULA held in each year the annual general assembly with its 16 federations. In 2017 Roland Leroux was reelected President. ULA did also have parliamentary spring receptions in each year in the embassies of India, Turkey and Belgium hosting more than 200 external guests from the political life in Berlin.

During the period ULA did also host three congresses for the elected Speakers of the senior management of the DAX30 corporations. In 2015 and 2017 ULA organized conferences on "Mixed Leadership" between men and women.

2) ADOVACY/LOBBYING ACTIVITIES

ULA has issued a large number of position papers on issues like occupational pension reform, digitalization, data protection, diversity management and inclusion, women in managerial positions, etc.. ULA participated regularly in political meetings with parties and ministries.

3) PUBLICATIONS/SURVEYS

ULA is creator of the renowned ULA - Manager Monitor. It is a panel of 1500 managers. It carries out surveys on managerial topics and quite often other institutions like the Bertelsmann Foundation use the Manager Monitor as a tool to recover data about manager's views.

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Congr s 2018