



CEC ACTIVITY REPORT

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CEC ACTIVITY REPORT 2006/2007

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1. CEC EUROPEAN SOCIAL PARTNER SINCE 1992

Introduction by Georges Liarokapis, President of CEC

CEC European Managers is **one of the six social partners** participating in the cross-industry Social Dialogue Committee : BUSINESSEUROPE (ex-UNICE), CEEP and UEAPME (for employers) ; ETUC, EURO-CADRES and CEC (for workers).

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

The CEC President takes part in the Tripartite Social Summit organised by the Member State charged with the Presidency of the European Union. Different CEC representatives have a seat in the European Economic and Social Committee within the Group II (employees).



Georges Liarokapis, CEC President

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

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

CEC European Managers' action, which constitutes the object of this annual report, is to be considered in a continuity with the previous years and closely follows the Work Programme commonly agreed by European Social Partners.

Main facts of the year 2006/2007 :

- **The organisation, with the support of the European Commission, of a conference in Vienna (May 2006) on workers' mobility.** Executives and managers are by nature more mobile than other categories of workers. Nevertheless they represent, thanks to their functions and professional paths, a kind of take-off stage towards a larger mobility of workers, something that the European continent needs for its further development.

- **Contacts and close exchanges with other Social Partners**, especially with EUROCADRES, allowed to focus our efforts and communication for a higher efficiency. CEC participation, alternately with Eurocadres, to the Tripartite Social Summit in Lathi, Finland (November 2006) and in Brussels (March 2007), allowed us to express managers' voice towards Member States' Governments and towards the European Commission.
- CEC European Managers has taken part in the **negotiation group of the autonomous framework agreement on harassment and violence at work**; in the consultation on the **green paper on labour law**. CEC positions are made from the contributions of the member organisations, which are consulted beforehand.
- An organisation of executives and managers like CEC can not stay apart from knowledge centres, universities, management and engineering schools. An action in this field can take many different forms and represents a long-term investment for CEC. Students of today will be tomorrow's managers.

Many conferences and interviews, have taken place in order to increase awareness about European Social Dialogue issues in France (Angers University, Paris II University, CFE-CGC seminars, L'OREAL European Social Dialogue body), in Slovenia (MAS Congress about innovation), in Portugal (Sciences and Management Institute), in the USA (Stanford University, during the Enterprises Institute seminar), in Germany (Celebration of the 50th anniversary of the Rome Treaty, meeting with the Secretary of State in the German chancellor's office).

CEC has supported the MATRI project (a budget of 1,6 Million of Euros financed to 75% by the European Commission). CEC is particularly proud of it, as it is a project of investigation and reflection involving universities and engineering schools (in France, Italy, Germany and Great Britain), enterprises (ST Microelectronics et Capgemini) and social partners (CEC and CFE-CGC). CEC will follow attentively the progression of the project and will disseminate conclusions and results through its network in due time.

The restyling of the website and the modernisation of the logo in 2006 will allow CEC to be better identified and recognised by its target audience. There are still some efforts to be made, but the positive feedback with regards to the new website confirms that we have taken a step into the right direction.

Finally, the member organisations' decision to acquire the formerly rented CEC office in Brussels (operation completed in February 2007) confirms the willingness to keep working altogether, and demonstrates a trust in the future development of CEC, providing encouragement to CEC leading team.



Georges LIAROKAPIS
CEC President

CEC leading team – other members

Ludger Ramme, CEC Secretary General

Managers have a special role to play in companies. They are bridge builders between the top-managements decisions and the workforce. Their challenge is to motivate the whole team from the bottom up and explain why and how things have to be done. Managers have a certain role in society as well. They have to be involved in progress and have to take responsibility for those who cannot keep up with the speed of development. Managers associations all over Europe have taken the task to make this role of managers visible and clear to everybody. They also defend managers rights and needs. CEC as



the European umbrella organisation has become the voice of managers and their interests in Europe. Thanks to the work of former teams today we have healthy structures to build on. In an enlarged Europe with now 27 member states CEC has put its focus on growth. We have gained many new members in recent years and there are more to come. We have established promising contacts with managers organisations for instance in Hungary, Czech Republic and in Serbia. New partners are seeking co-operation with CEC.

Next to enlarging the number of members CEC is dedicated to act as a real partner and good friend to all other Social Partners. Being part of the employees side, CEC is also a close partner to the employers representatives.

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

The future will show that CEC deserves the trust that is given to us by our partners and by our members. We will continue to be a reliable player on the European field. We will continue to strive to involve our members to articulate their needs and expectations. We will not hesitate to ask them for additional input because only the input from the national organizations can keep up the good name CEC has achieved.

Annika Hage-Nielsen, CEC Deputy Secretary General



During this year as CEC Deputy Secretary General, I was responsible for the negotiations concerning the autonomous agreement on harassment and violence at work. An agreement was finally reached between the employers and the employees groups in December 2006. This agreement gives employees the possibility to make their voice heard when facing harassment and violence, problems that otherwise may be difficult to handle. Moreover the managers will get better guidance in this matter, as representatives will be involved when the procedures will be implemented at the workplace.

There have been a lot of discussions in the employees group and this negotiation was for me further evidence that Europe has different cultures and different ways of solving problems at the workplace. The reaching of an agreement which will assure to workers – including managers – a greater degree of protection is a clear demonstration that social dialogue is a precious tool if one knows how to handle it.

I have also had the possibility to closely follow the graphic restyling of the CEC logo and website. I see this communication effort as a long term work, to implement and secure the CEC image and to affirm its visual identity for new, younger target groups. This represents a core element for CEC development in the future.

Paola Zovatto, CEC Treasurer



CEC office at the heart of the European Quarter in Brussels



Since the beginning of 2007 CEC is the owner of the office it has been renting since 2001 in the heart of the European Quarter.

2. ROLE AND FUNCTIONING OF CEC

the CEC fully participates in:

- *employment advisory bodies such as the Standing Committee on Employment and meetings with the Employment and Labour Market Committee*
- *the Social Dialogue Committee and the social dialogue summits*
- *the entire negotiating process involving all the social partners (Val Duchesse).*

CEC is one out of the six cross-industry European social partners. Through its national member organisations and professional federations it represents 1.5 million managers in Europe.

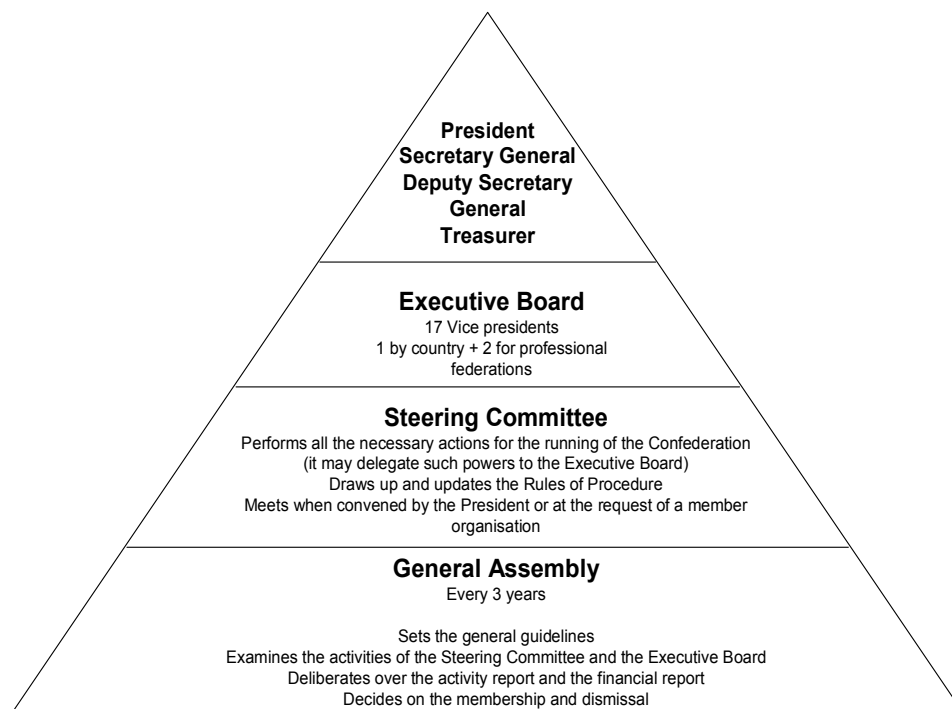
CEC promotes and defends the interests of managers in Europe. CEC represents the specific views of managers towards the European institutions and other stakeholders. CEC is an independent social partner in the European Social Dialogue.

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

CEC Organisation

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

CEC Structure



3. ACTIVITIES 2006/2007

3.1. General Assembly May 2006, Vienna, 4th May 2006

This General Assembly elected Georges Liarokapis as CEC President on the basis of the action plan below, for a 3 year term.

Increase Visibility

This is the priority of all priorities. Doing things is useless if we are unable to make it public. Internal and external communication could be more developed. We will be listened to if we have something interesting to say. I hope that a managerial staff organization will have something interesting and useful to say to the community of employers' associations, to other workers unions, to enterprises and to the European Commission. However, what we say cannot be mere declarations. The responsibility to give ideas and make comments relies on you, the members of CEC. CEC will then put the message into the appropriate format and distribute it.

Achieve the Recognition of the Usefulness of Managerial Staff Organizations

Some employers may not be convinced; often employees have doubts about it. But who better than employees themselves can defend the company's interests, which are also their own interests? For this reason, they must be given an opportunity to express themselves; their ideas must be channelled; their expression must be facilitated, preferably far from a communication based on fear. Sensible people understand sensible messages. Isn't it one of the principles of sustainable development that lots of people claim to defend? CEC follows the same logic.

Consolidate our Role as a Promoter of European Integration

CEC, like many others organizations, is a



The participants to the General Assembly in Vienna, 4 May 2006

European public platform which deserves to exist. Its work stimulates European integration. The diversity of ideas stimulates mutual understanding of cultural differences that can exist between countries, organisations and branches. Understanding a point of view different from one's own does not mean that one has to give up one's own convictions. Enlarging one's intellectual horizon does not mean losing the original idea, if it is the right one. Having all elements at hand before a decision is made gives a better opportunity for success.

Develop Opinion Relays (enterprises, universities, schools)

External communication is important. Managers are in companies, this is why we need to approach and engage them. Joint training with different European companies may encourage a mutual interest. Today's students are – for some of them at least – the managerial staff of tomorrow. We must inform them and listen to them. Partnerships with schools of management or engineering in Europe are the tools for this approach. A European confederation of managerial staff cannot remain isolated from centres of knowledge.

Continue the Collaboration Work with ETUC/Eurocadres

Although they were our competitors yesterday, the ETUC and Eurocadres are – today more than ever – our partners. They are privileged partners with whom synergies are possible. Our exchanges are held on the basis of mutual respect and with the recognition of diversity. We have a lot of esteem and respect for all of the officials and activists working there. CEC always responds to any of their requests, since there is always more “brain” in two heads than in one only.

Defend the European Social Model

This concept has caused a lot of ink to flow. Basically, when we look at the way society is organised in European countries, we see 4 permanent features: i.e. a high standard of living that has to be preserved, a generalised social protection that must be balanced at all times, a true social dialogue in companies that we should support to evolve, as well as services provided to citizens and companies by public authorities that must also be preserved. These 4 elements make up – in my opinion – what we call the “European social model” and CEC is entirely comfortable with defending it.

Help its Sectoral Federations in their Quest for Recognition

We share respect for the sectoral federations and for the people who make them dynamic. Their role is not easy since they are at the forefront, stuck between the reality of professions and the markets’ requirements. We perfectly understand that some feel frustrated or even bitter when they are told that they are not representative because they do not belong to this or that European trade-union. But if we succeed in proving our representativeness in the sector, then we will become representative. There is no fate that can last for long and CEC will provide all its support to such profiling initiatives. We have the re-

sponsibility to create, at the sectoral level, a partnership with other organisations by taking inspiration from what ETUC and Eurocadres do today at the European level.

Develop Lobbying Towards Institutions and Organisations Useful for the Defence of the Interests of Managerial Staff

Expressing and communicating CEC’s positions are also indispensable within European institutions like the Parliament, the Commission and within other organisations and networks involved in training, equal opportunities, diversity and gender balance, additional pension schemes, etc.



From left to right : Georges Liarokapis, CEC President ; Paola Zovatto, CEC Treasurer; Ludger Ramme, CEC Secretary General; Annika Hage-Nielsen, CEC Deputy Secretary General.

3.2. CEC Conference in Vienna, 5 May 2006



“Enhancing Managers’ Mobility and Employability — Towards a Genuine European Labour Market”

*(Conference organised with the support
of the European Commission)*

2006 is the European year of workers’ mobility. The conference on this topic organized by the European Confederation of Executives and Managerial Staff (CEC) on the 5 May 2006 in Vienna was one of the first initiatives in favour of mobility organized by the European social partners.

The interest that CEC shows on the question of mobility is due, mostly, to its specificity to represent the managers, and more globally, executives and managerial staff in Europe. In many cases the mobility of managers is inherent to their function. Nevertheless, in a context of economy and employment fluctuating from one country to another in the European Union, mobility in other professional categories than managers becomes a tool against unemployment and for full employment. Mobility generates flexibility and flexibility supports job creation.

However, there are still numerous restrictions to mobility and the work and contribution of social partners seems therefore necessary.

The CEC conference contributed to raising awareness within executives and managerial staff on the key role they play in companies to manage change and make behaviours evolve towards more flexibility and mobility, ensuring at the same time fair working conditions and lifelong learning to reach this goal.

The outcome of the conference can be summarized in the following points:

Mobility and Flexibility: a State of Mind

Mobility is a state of mind rather than a cultural or geographical trait. Managers and professionals should have a very open attitude towards change and remember that mobility is change. This calls for social partners – both employers and employees – to make increased efforts to tend to “flexicurity”. The ability to accept change during his/her professional career, the will to keep training and work longer must be developed.

Executives, Managers and Mobility

Mobility is very heterogeneous and varies from one country to the next, as does the inclination to being mobile. Executives are particularly concerned by mobility as they are twice as susceptible to be mobile than less skilled workers – mobility has become a necessary step in their careers. Executives also have a role to play to show a good example and communicate in every company the need for the mobility which is needed to come to terms with demographic change and unemployment.

Mobility and Security

There is also a growing trend at giving less and less of a framework to mobility, mainly within Europe as it is now considered a normal step in people's careers and an opportunity to personal development.

However, a certain degree of security is necessary. Mobility must be carried out in a fair and balanced way. It must be prepared and supported. Conditions must be transparent and clear. Mobility must be integrated in individual career plans. Returning from a mobility period – which is too often neglected – must be handled responsibly by the company and the expertise acquired through mobility must be valued.

Having companies draft a mobility charter in consultation with the social partners would reassure employees considering mobility.

We also saw that the recognition of professional skills and of personal competencies can be a very useful tool to lift one of the main obstacles to the mobility of executives, i.e. the inability to prove its professional and personal competencies.

Mobility and Family Life

One of the main obstacles to mobility is family concerns. Within companies, focus should be put on support to the spouse, on children's education, on housing, etc. Particular measures must be taken in order to allow the couple to be mobile when both spouses work so that the career of one is not sacrificed to the benefit of the other. It is a crucial problem, mainly for executives.

Mobility and Company Restructuring

Unfortunately, mobility is not always a choice. Restructuring often implies job losses or mobility but such restructuring processes could be better managed if measures are taken early enough. This is a pedagogical process in which companies



must be able to participate. If employees were more prepared to changing jobs or companies the impact of restructuring would be reduced.

Mobility and Education

The young generation feels more at ease with mobility and is more ready to be mobile on the European labour market. Obviously, mobility during the studies promotes professional and geographical mobility later in life. The effect on the future employability of students is immediate and it brings about positive returns for society as a whole.

The Bologna process as well as the European Certification Framework will provide for a better harmonisation and understanding of the different systems and – hence – for greater mobility of students and of tomorrow's employees. Moreover, it is necessary to keep lifting the obstacles in order to facilitate e.g. the delivery of visas and work permits and to encourage participation in mobility programmes. It is also necessary to achieve full recognition of study periods spent abroad within the framework of such programmes.

Mobility and Life-long Learning

Employers and employees must cooperate in order to counter the effects of demographic changes. This is why it is essential to maintain ageing executives and managers on the job. It is crucial to make sure that older executives and employees are also taken into account in personal career planning and on-going training

measures. They have to be encouraged to embrace new careers. Mentalities have to evolve in order for companies and older employees themselves to be able to learn at all ages. Companies and social partners must make efforts in this direction to develop working conditions adapted to this category of employees and to promote health and safety on the workplace. As for women, they must enjoy the same opportunities as men.

The Advantages and Dangers of Mobility

As we have seen, mobility can help counterbalance the negative side effects of shortages and surpluses of the workforce in Europe. However, it is necessary to get a clear picture of mobility, as there are also costs involved for both individuals and society. Indeed, there can be a negative impact on some regions or countries, particularly in terms of "brain drain", as we have seen with the Croatian example.

Mobility is not the panacea. The idea is not to force mobility upon people but rather to offer equal opportunities so that those wishing to be mobile can do so.

Mobility and Employability

Demographic changes are a huge challenge for the future of Europe as a whole. We need a labour market with increased flexibility; we also need increased willingness on the part of people to move from one job to the other upon request.

We saw that mobile employees have an easier time finding jobs. So mobility leads to better employability and to the development of competencies. From now on, flexibility and intellectual mobility will be required by employers and employees due to the evolution of demographics.

Hence, skills and competencies, personal development and life-long learning remain the only real safety factors allowing people to remain employable in the long run.

Next CEC conference:



Stockholm, 7-8 June 2007

**“Better Performance through Diversity
Equal Opportunities as an Asset for Tomorrow’s Management”**



3.3. CEC celebration - 50th anniversary of Europe in Berlin

CEC, the European Confederation of Managers, opened the celebrations for the 50th anniversary of the founding treaty of Europe on the occasion of the Executive Board meeting in Berlin on March 4 and 5.

CEC declaration for the 50th anniversary of the Rome Treaty:

Europe, a project for the 21st century "Competition stimulates, cooperation strengthens, solidarity unites"

"Considering the time trial imposed on our modern societies by the growing competition, it is necessary to take some time in order to consider the path taken in the past. The fiftieth Anniversary of the Rome Treaty, founding treaty of the European Union (EU), is the opportunity to look back to its origins, and be aware of the objectives which still need to be achieved. Because once the unification process started, its fulfilments is a matter of methodology and patience.

Fifty years later, the EU is certainly united however a lot of work still needs to be done. The past has shown that with the time the EU project improved its efficiency. In the future further progress will be made. It will be the result of past experiences including failures and victories as well as the fusion of the cultural divergences and the desire of cultivating its differences in a cohesive unity.

Even though the EU's integration process is often criticised, nobody questions seriously the realism and realities of a united EU. It is natural for human beings to focus on the shortcomings rather than on the achievements. Thus, there is no reason to doubt. A united EU gives the opportunity to every Member state to reach goals, which are not possible any longer at a national level.

A 'mid-life crisis' of the EU is understandable. It implies a tension between the global and the local. The political, eco-



conomic and social actors think on a global level, whereas the populations, worrying more and more about the globalisation, have a local line of reasoning. This tension was noticeable in recent years and until now, we have not been able to cope with it either in pedagogical terms, or in terms of governance.

A further crisis is the ever-growing EU, which is not adequately controlled. In only twenty years, the EU enlarged its border from twelve to twenty-seven Member states. Not really explained, especially in my country, or even planned the enlargements appear to become more a constraint than anything else.

Finally the considerable divergence between the Member states is another problem, not only financially but also with regard to the EU's intentions. Without any doubt, 'consensus engineers' are missing. These cleavages are so significant that they cannot disappear all at once. However a consensus might be reached and that would be a precious element to sustain the EU's dynamism and ambition.

Fifty years after its launch, the united EU is still defined as a project of the 21st century due to three facts, which are the EU's key characteristics. They might seem evident, but they still need to be mentioned:

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

This European Union, product of peace worldwide, cannot continue with the

same model as it had in the past, whatever noble ideal its founding fathers had back then.

The key idea of an union with six Member states - or a few more – having a 'spill-over effect' (from economics to politics, from domestic policy to foreign policy) was confronted with three historical challenges. First of all, back in the seventies one could have said in a cynical way, that the Englishmen were less detrimental within the EU than outside. Furthermore, the dictatorships ended in Greece, Spain and Portugal. Not all were in favour of the accession of these three Member states; nevertheless they finally joined the union. The result of these enlargements was in economic terms a win-win situation; it was advantageous for both sides. On the one hand, the nine old Member states benefited from the expansion of their foreign market and their corresponding investments in the new Member states. On the other hand, the latter ones could develop their economies significantly because of the structural policies financed by the EU. Lastly, we could finally get out of the Cold War without any major tensions or loss because the fall of the Berlin Wall, which was a memorable event, happened without any major conflict. Then followed the accession of the Central and Eastern European countries after the end of their dictatorships. However, it still has not come to an end! History seems to never stop challenging us: the question is: if the EU should deny the accession of Turkey, considering the rise of fundamentalism, this rejection could increase violence and terrorist attacks.

If the globalisation is an ineluctable phenomenon, the control of its impact on our societies and economies is vital. The EU, in a global economy, is already a power; however not the one we wish it to be. The EU is the first commercial power in the world, the first power in development, the first power in humanitarian aid; all this is decisive for the Kyoto protocol on the environment. Additionally, one should not forget that the Euro is a currency, which has a significant role on the international

scene. Therefore, the globalisation requires the EU's contribution with regard to its experiences but also considering its innovative ideas.

Finally, the EU as a social project. Hans-Dietrich Genscher claimed "One cannot oblige a country to go further than it wants to go, however, contrariwise, this country cannot hinder others to do so either". Jean Monnet said earlier "I always thought that the EU would be developed by crisis and that it would be also the sum of the solutions found to these crises". What kind of heritage has been left, which we need to preserve and make flourish in the next fifty years? The answer is: Peace, mutual recognition between the countries and the people, a frame for sustainable development, and the enhancement of cultural diversity.

The CEC, European Confederation for Managers, commits itself to preserve this heritage before it makes it flourish, because sustainable economic performance and social justice are inseparable. There will be further crises and they will be worse. However, there is certainly no alternative in order to create a long-term environment, which consists of the following three elements: Competition stimulates, cooperation strengthens, solidarity unites".



The President Georges Liarokapis and the Secretary General Ludger Ramme open the celebrations

3.4. Work programme of the European Social Partners 2006-2008

(extracts of the text adopted in Brussels on 23 March 2006)

UNICE/UEAPME, CEEP, ETUC and the liaison committee EUROCADRES/CEC reiterate their support for the Lisbon Strategy aimed at turning Europe into the most competitive knowledge-based economy in the world, capable of sustainable economic growth, with more and better jobs and greater social cohesion. Europe's weakness in terms of growth and employment needs to be addressed in order to face the challenges of demographic change, globalisation and technological innovation.

The European social dialogue work programme for 2003-2005 has successfully contributed to the implementation of this strategy. It has also been useful to better focus the European social dialogue over the past three years and to enhance its autonomy. The European social partners notably negotiated two framework agreements on telework and work-related stress, two frameworks of actions on lifelong learning and gender equality and developed a programme to assist social partners of the new Member States joining in the EU social dialogue.

Through this second work programme for 2006-2008, the European Social Partners want to contribute to and promote growth, jobs and the modernisation of the EU social model. ETUC, UNICE/UEAPME and CEEP see this work programme as a means of further reinforcing the social partners autonomy. Its quality of outcome in the enlarged EU implies a renewed focus on jointly agreed measures accompanied by effective use and efficient organisation of the follow-up provisions and monitoring activities.

The European Social Partners believe that their new work programme should focus on Europe's major economic and social challenges, in order to ensure that the social dialogue at European level deals with the major concerns of Europe's workers and employers. They will employ a variety of tools in order to realise it.

In order to contribute to enhancing Europe's employment and growth potential and the impact of the European social dia-

logue, the social partners undertake to make a joint analysis on the key challenges facing Europe's labour markets, looking at issues such as:

- macro-economic and labour market policies,
- demographic change, active ageing, youth integration, mobility and migration,
- lifelong learning, competitiveness, innovation and the integration of disadvantaged groups on the labour market,
- balance between flexibility and security,
- undeclared work.

On that basis, they will:

1. decide appropriate joint recommendations to be made to EU and national institutions;
2. define priorities to be included in a framework of actions on employment by the social partners;
3. negotiate an autonomous framework agreement on either the integration of disadvantaged groups on the labour market or life long learning. In order to define their respective mandates, they will explore different possibilities.

Furthermore, the European social partners will

4. negotiate a voluntary framework agreement on harassment and violence in 2006;
5. complete the national studies on economic and social change in the EU 10, enlarge them to cover the EU 15 and on that basis promote and assess the orientations for reference on managing change and its social consequences and the joint lessons learned on EWCs.

Full programme available on :

http://ec.europa.eu/employment_social/news/2006/mar/work_programme_2006_2008_en.pdf

3.5. Consultations, positions, negotiations of CEC in 2006/2007

3.5.1. Consultation of European Social Partners on reconciliation of professional, private and family life, December 2006

The European Commission launched on 12th October 2006 the first stage of consultation of management and labour on the issue of reconciliation of professional, private and family life, following the procedure laid down in Article 138 of the EC Treaty.

The reconciliation of work and family life is one of the major topics on the European social agenda and is especially relevant for executives and managerial staff. After a wide consultation among its members CEC has therefore submitted its position to the Commission.

The reconciliation of professional, private and family life for both men and women is necessary to remedy to the low fertility rate, to increase the employment rate of women, to assure care for children and for the elderly. In the near future "ageing countries" will have to face growing difficulties to keep their competitive edge.

It is crucial that European people feel free to have as many children as they like, in order to make social protection systems and the European social model a workable project.

CEC propositions – wholly consultable on www.cec-managers.org – can be summarized as follows:



- **Set up working time and flexible working arrangements**
- **Exploit the new possibilities offered by information technologies**
- **Maintain the quality of child-care and care services for the elderly and other dependants**
- **Promote the use of leave for family reasons (paternity leave, leave to care for an elderly parent or a child)**
- **Build-up conditions allowing women to have access to positions of responsibility at work**

There are strategic reasons for companies to adopt a gender programme and to pay more attention to work life balance. The diversity of the workforce also at management level enhances the quality of the management and of the work environment and thus productivity. It also creates a positive corporate image and increases the motivation and loyalty of staff. So work life balance policies must be perceived as a real business benefit for companies.

3.5.2. Consultation on the Green Paper

'Modernising labour law to meet the challenges of the 21st century', March 2007

It is urgent to define **social fundamental rights** (right to a decent wage, to a social protection system, to a reconciliation between work and family life, to health and pensions, to collective expression, to lifelong learning, to non-discrimination) **linked to individuals, independently from the legal form of employment relationship.**

This condition would represent a major social progress and would allow citizens, even those coming from euro-sceptic countries to fully participate in European development. Moreover, the EU action should **focus on boosting innovation and lifelong learning** of human resources within enterprises and easing **mobility**. From a managerial point of view the possibility to take on an executive position in another member state while conserving a stable floor of social guarantees is crucial.

The CEC position is available on the website www.cec-managers.org and its main points are:

- **To define a "floor of rights" for all workers**
- **To use labour law and collective agreements to improve flexibility and employment security**
- **To promote access to training and to facilitate transitions between different types of contracts**
- **To make a greater flexibility of employment protection legislation more acceptable, through a better set-up of income compensations**



The change of approach proposed by CEC is based on **three main axes**:

- A **substitutive income** equivalent to the last wage;
- The improvement of returning into the labour market, through **diversified and personal advising trails** and through a **mix of training periods and enterprise experiences**;
- The **adaptation of the financing** of unemployment benefits to the new perspective of « employment insurance », by grouping State financing, social partners' contributions and by determining entrepreneurial contributions according to the kind of contract they adopt (term contracts generating higher contributions than permanent contracts).

3.6. CEC European Task Force

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

The main current projects of the Task Force are the following:

Mobility tools:

- A questionnaire on 'working conditions for managers in the different European countries' has been created and several countries have answered so far. The questionnaire will be available on the website for managers' information;
- Revision of the 'CEC mutual legal assistance agreement' – a practical tool for mobile managers to get assistance when they work in another European country where CEC has a member;
- Improvement of the "Managers Network"
<http://www.cec-managers.info/english/managers-network.php>

Gender equality and equal opportunities:

A questionnaire has been sent to CEC member organisations to review their activities in the field of gender equality and equal opportunities. The results will help guide the debates during the Stockholm conference on this topic.

European survey on managers:

A project to gather the surveys done by CEC member organisations and define common questions that can be added to the national surveys in order to have a Euro-

3.7. MATRI project: Anticipate in order to better consolidate the competences

MATRI is a project supported by CEC and funded by the European Commission. The initiative comes from the School of Management of the University of Grenoble (France), in cooperation with universities in Italy and Germany and with two enterprises (ST Microelectronics, CapGemini). This project aims at strengthening the competitiveness of European sites in creating innovative products and services and at disseminating widely the results to different groups and sectors.

MATRI essentially relies on the design and the experimentation of a methodology to anticipate and manage changes at human, organisational and social level in order to consolidate the local competencies. The main objective is the elaboration of a predictive methodology able to anticipate change and to set a coordinated management of jobs and competences at the level of the employees of the firm, of the unions' representatives and of the local stakeholders. This anticipation mechanism should bring to a provisional management of jobs and competences at different levels: individual – enterprise – territorial stakeholders – social partners at local, national and European level.

Besides CEC's support to the MATRI project towards the European Commission in order to obtain the funding, CEC will contribute to widely disseminate the results and learnings to different publics, thanks to its membership network across all Europe.

www.matri-europe.com

ANNEXE I - CEC DECLARATIONS AT THE TRIPARTITE SOCIAL SUMMITS

Declaration of the Liaison Committee CEC– Eurocadres European Tripartite Social Summit on 20 October 2006 in Lahti, Finland

The aim of the CEC/Eurocadres liaison committee is to better represent executives and managers in Europe. Social dialogue is an undeniable progress factor provided that the social partners – employers and employees – all get involved in a constructive way. Indeed, economic performance can only be sustainable if it operates in the context of social justice.

Flexibility and security are two sides of the same coin. One cannot go without the other. Wage-earners, executives or not, are ready to make efforts towards greater flexibility, provided – of course – that employers offer them an acceptable safety framework. If bargaining – case-by-case and sector-by-sector – is the best way to find the right compromise, the framework and the first impulse should be given by the Commission.

Therefore, CEC/Eurocadres would like to highlight three priorities:

- **Pooling together conditions promoting innovation**
- **Give people the desire to learn to succeed at any age**
- **Protecting the working conditions and regulating the working time of executives and managers**

Innovation, which Europe needs to create jobs and strengthen its presence in the global economy cannot be forced. Amongst those conditions conducive to innovation, we can find life-long learning, the right pay for the right job, encouraging people's ambition to succeed, and an aspiration for a better life. These are the many positive attitudes that make it possible to be optimistic and trustful about the future. Creativity cannot exist without the will to create. And the will to create is incompatible with job precariousness and a short-term vision of the future.

The ageing of the population is not an inevitability whose impact must be minimised. Succeeding at all ages is possible if the will to do it is sustained, valued and rewarded. It is therefore important to take into account the life and recovery patterns according to age. At present, 50-year old employees have another 15 years of professional life ahead of them. The vocational training solutions they are being offered must improve. Changing mentalities is also essential.

Working conditions and working time are linked. The autonomy of executives is meaningless if working time is not regulated. The opt-out remains in some countries and is harmful to Europe's social dialogue. We are asking for a working time directive in Europe; this is an important challenge and the credibility of social dialogue in the minds of those who gave us our mandates depends upon it.

**Declaration of the Liaison Committee CEC– Eurocadres.
European Tripartite Social Summit on 8 March 2007 in Brussels.**

Managers and executives are the **linking agents** within the enterprise. In cooperation with their colleagues, they put in practice the top management's objectives. **Executives' motivation** is an essential factor to reach these aims. Motivation is not just a matter of remuneration; it concerns first of all the possibility of **expressing opinions and of getting organised**.

I believe that for entrepreneurs too it is preferable to collaborate with managers who feel free to express their opinions, through constructive criticism, rather than employing follower-minded executives.

Managers' participation is not currently satisfying at many levels. Nevertheless, at European level we take part in the European Social Dialogue with the Liaison Committee.

We consider it an important evolution and, on this occasion, I would like to thank my colleagues from the European Trade Union Confederation, who let us take the floor today in the name of this delegation.

Let me just express here some considerations about different European topics that we judge as being essential from the executive point of view.

According to the Lisbon Strategy objectives, that you evoked previously Mrs. Merkel, Europe is nowadays moving from an industrial society to a **knowledge society**. Acquiring and managing knowledge will be crucial for our future success in the global competition. That is why Europe should become an **attractive destination for researchers** coming from all over the world. It is therefore our duty to create general conditions to encourage the most talented researchers to share their knowledge with Europe. We need many more **foreign students** and we also have to make Europe an attractive place for researchers' families.

The best thing we can do for the future of the European knowledge society is to **give the best education possible to our children**. I am not only talking about upper class families, but about all children, coming from all social backgrounds. We cannot accept the fact that today there are still some young people without any education diploma or professional training.

Considering the ageing of active population, it is important to stress the need of **continuous professional training** and of older professionals' skills improvement. We have to make more efforts to **improve employment and working conditions of people over fifty years-old**.

I also would like to add - and this is a crucial topic for us- that we will use all our knowledge potential only when the percentage of **women managers** will have considerably increased. This aspect requires a deeper engagement in different Member states concerning the **balance between working and family life**.

ANNEXE II - CONFERENCES ORGANISED BY CEC SINCE 1998

- Vienna, 25-26 June 1998: “**Outplacement**”
- Stockholm, 17-18 September 1998: “**New work organisation**”
- Naples , 04-05 March 1999: “**EMU and fiscal harmonisation**”
- Berlin, 20-21 May 1999: “**European Company**”
- Brussels, 29-30 November 1999: “**Challenges of the new millennium, Leaders for Europe**”
- Lisbon, 11-12 May 2000: “**Technological Innovation – new challenges for education and training**”
- Paris, 05-06 October 2000: “**Active Ageing**”
- Budapest, 10-11 May 2001: “**Research and Innovation**”
- Athens, 25-26 October 2001: “**Training and Education in the knowledge society**”
- Barcelona, 16-17 May 2002: “**CSR – Responsible Management**”
- Brussels, 7-8 October 2002: “**Financial Participation**”
- Prague, 22-23 May 2003: “**Gender Gap in Management Careers**”
- Rome, 27-28 November 2003: “**Manager’s continuing competence development**”
- Dresden, 21-22 June 2004: “**Involvement and participation of the employees in the European companies**”
- Katowice, 21-22 October 2004: “**Managing Industrial change and corporate restructuring**”
- Porto, 26-27 May 2005: “**The Debate on Corporate Governance and the role of managers in European Companies**”

ANNEXE III - EUROPEAN SOCIAL DIALOGUE: AGREEMENTS NEGOTIATED BY CEC

FRAMEWORK OF ACTIONS FOR THE LIFELONG DEVELOPMENT OF COMPETENCES AND QUALIFICATIONS (LLL) - FEBRUARY 2002

FRAMEWORK AGREEMENT ON TELEWORK - JULY 2002

FRAMEWORK AGREEMENT ON WORK-RELATED STRESS – OCTOBER 2004

FRAMEWORK OF ACTIONS ON GENDER EQUALITY - MARCH 2005

FRAMEWORK AGREEMENT ON VIOLENCE AT WORK – APRIL 2007

The agreements are available on the website <http://www.cec-managers.org>

ANNEXE IV - CEC CONSULTATIONS SINCE 2000

February 2000

CEC Statement on the report of the Commission about the State of advancement of the transposition of the Directive 93/104/CE concerning some aspects of working time

October 2001

CEC proposition of answer on the consultation about the Promotion of employee financial participation in the EU”

CEC comments on the first stage of consultation of the social partners on the Protection of Workers' Personal Data

November 2001

CEC answer to the Green Paper promoting a European Framework for Corporate Social Responsibility

March 2002

CEC participation to the first phase of consultation of the cross-industry and sectoral social partners

August 2002

CEC participation to the first phase of consultation of social partners on the portability of supplementary pension rights

December 2002

CEC comments on the second stage of consultation of the social partners on the Protection of Workers' Personal Data

January 2003

CEC participation to the consultation of the social partners on Stress and its effects on health and safety at work

September 2003

CEC participation to the consultation on Simplification and improvement of legislation in the area of equal treatment between men and women

March 2004

CEC position concerning the re-exam of the Directive 93/104/EC concerning certain aspects of the organisation of working time - phase 1

April 2004

CEC participation to the consultation on the 14th Social Law Directive (“Relocation Directive”)

May 2004

CEC participation to the consultation concerning Protection of workers from risks related to exposure to carcinogens, mutagens and substances which are toxic for human reproduction

June 2004

CEC position on the Revision of Directive 94/45 EEC on European Works Councils

CEC position concerning the re-exam of the Directive 93/104/EC concerning certain aspects of the organisation of working time – phase 2

August 2004

CEC comments on the Communication from the Commission "Partnership for change in an enlarged Europe – Enhancing the contribution of European social dialogue", COM(2004)557final

December 2004

First-phase consultation of the social partners on musculoskeletal disorders at work

March 2005

CEC position on the Note to the European Social Partners "2006 – European Year of Mobility for Mobile Workers"

CEC position on the consultation concerning violence at the workplace and its effects on health and safety at work

May 2005

CEC comments on the second phase of the consultation on corporate restructuring and European works councils

CEC Comments on the first phase of consultation on simplification of the practical implementation of directives Health and safety at work.

CEC comments on the Services Directive "Proposal for a Directive of the European Parliament and of the Council on services in the internal market", COM(2004) 2 final

October 2005

CEC position on the Green Paper "Confronting demographic change : a new solidarity between the generations"

CEC comments on the Proposal for a Directive of the European Parliament and of the Council on improving the portability of supplementary pension rights

December 2005

CEC Comments on Council Directive 2000/78/EC establishing a General Framework for equal treatment in employment and occupation

CEC Comments on the second phase consultation of social partners about simplification of the practical implementation of directives Health and safety at work.

ANNEXE V - CEC MEMBER ORGANISATIONS

CEC NATIONAL MEMBER ORGANISATIONS

CCP - Confederación de Cuadros y Profesionales (Spain)
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CFE-CGC - Confédération Française de l'Encadrement (France)
59-63, rue du Rocher - F - 75008 PARIS
Tel.: 33/1.55.30.12.12 - Fax: 33/1.55.30.13.13
E-mail: b.salengro@cfecgc.fr
www.cfecgc.fr



CIDA - Confederazione Italiana dei Dirigenti e delle Alte Professionalità (Italy)
Via Padova 41 - I - 00161 ROMA
Tel.: 39/06.97.60.51.11 - Fax: 39/06.97.60.51.35
E-mail: dirigenti@cida.it
www.cida.it



CNC/NCK - Confédération Nationale des Cadres (Belgium)
Nationale Confederatie v/h Kaderpersoneel
Bd. Lambermont, 171 - B - 1030 BRUXELLES
Tel.: 32/2.420.43.34 - Fax: 32/2.420.46.04
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www.cnc-nck.be



CROMA - Hrvatsko Udruzenje Menadzera i Poduzetnika
(Croatian Managers' and Entrepreneurs' Association)
IIica 80 - Croatia - 10000 ZAGREB
Tel.: 385/14.83.87.09 - Fax: 385/14.81.17.87
E-mail: croma@croma.hr
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ACEO (EASE) - Association of Chief Executive Officers (Greece)
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KADRA - Porozumienie Związkow Zawodowych (Poland)
Ul. Obroki 77 - Poland - 40-833 KATOWICE
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LH - Ledernes Hovedorganisation (Denmark)
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MAS - Managers' Association of Slovenia (Zdruzenje Manager)
Dunajska 22 - Slovenija - 1511 LJUBLJANA
Tel.: 386/1.47.44.640 - Fax: 386/1.43.31.319
E-mail: manager.association@zdruzenje-manager.si
www.zdruzenje-manager.si



MPA - Managerial and Professional Staff Association (United Kingdom)
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SNQTB - Sindicato Nacional dos Quadros e Tecnicos Bancarios (Portugal)
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E-mail: info@ula.de
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WdF - Wirtschaftsforum der Führungskräfte (Austria)
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www.wdf.at



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AECA - Association Européenne des Cadres de l'Assurance
European Association of Insurance Company Managers
c/o CFE-CGC SNCAPA - 43, rue de Provence - F - 75009 PARIS
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eTIC_cec - Federation of Information technologies,
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FECC - Fédération Européenne des Cadres de la Construction
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FECCIA - Fédération Européenne des Cadres de la Chimie et des Industries Annexes
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FECEC - Fédération Européenne des Cadres des Etablissements Bancaires
European Federation of Managers in the Banking Sector
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FECER - Fédération Européenne des Cadres de l'Énergie et de la Recherche
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FEDEM - Fédération Européenne de l'Encadrement de la Métallurgie
European Federation of Managers in the Steel Industry
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FEPEDECA - Fédération Européenne du Personnel d'Encadrement des Productions, des Industries, des Commerces et des Organismes Agroalimentaires—European Federation of Managers in the Food Manufacturing Industry
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FICT - Fédération Internationale des Cadres des Transports
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MSZ - Menedzserek Országos Szövetsége (National Managers Association in Hungary)
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ESHA - European School Heads Association
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