



CEC

EUROPEAN MANAGERS

ACTIVITY REPORT

2009-2012



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THREE YEARS IN A CONTEXT OF CRISIS

The 2008 financial crisis has completely wiped out the previous ten years' benefits in terms of economic growth and job creation.

Regarding public finances, two years of crisis have cleared twenty years of fiscal consolidation across Europe. The state budget deficit is around 7% of GNP, the debt level exceeds 80% of GNP. A lack of coordination between countries could lead to the decline of Europe as a whole.

Within this context, the CEC European Managers took part in the development of the Europe 2020 Strategy to find a way out of the crisis with three priorities: a smart and sustainable growth, an inclusive labour market that excludes no one or almost, and the improvement of governing structures to achieve this.

MISSION OF THE CEC EUROPEAN MANAGERS

The CEC European Managers brings together national organizations (trade unions, employee associations, professional federations) representing a growing number of managers and executives active in the industry, the services and the public sector. CEC European Managers is one of the six European social partners:

Employee organizations: ETUC, Eurocadres, CEC European Managers

Employers' organizations: BUSINESSEUROPE, CEEP, UEAPME

THE CEC HAS FOR MISSION TO:

- To strive for the European integration, allowing managers to fully participate in the European Union project in every country.
- To contribute, with the other social partners, to a continuous research of a fairer balance between economic performance of enterprises and the guarantee of incomes and social protection for the workforce. To this extent, executives and managers' interests and aspirations are taken into account.
- To express and defend the needs of managers and executives as European citizens on current topics such as sustainable development, environment protection,

energetic independence of Europe, lifelong learning, active ageing, equal opportunities, promotion of diversity, bounty and tolerance.

CONFERENCES 2009-2011

CEC CONFERENCE ON INNOVATION

- JUNE 2009: Finding ways to stimulate creativity and innovation is a prerequisite for overcoming the crisis. Although 70 billion Euros of the EU budget have been spent

over 10 years to promote innovation, the effects on the real economy are belated. Innovation could help create new qualified jobs if research results (public or private) were better understood by the business world. It is the purpose of the guide published and disseminated by the CEC "10 Ideas – A practical tool for innovation management".



Georges Liarokapis

CEC CONFERENCE ON THE MANAGER

PROFILE IN EUROPE - JUNE 2010: This profile changes with the crisis, managers are expected to drive the economy out of the crisis. There is a crucial need of managers able to build a vision which brings coherence to the involvement of each worker within a team. If a need for ethics has emerged, it does not reflect higher moral standards of the market, but rather a need of reference points.

CEC CONFERENCE ON THE CRISIS IN

GREECE - OCTOBER 2011: "Managers in an economy under crisis" was the theme of the conference in Greece in October 2011 which aimed at finding solutions to the Greek crisis and strengthening the

European Union as a whole. Exchanges enabled identifying areas in which Greece can still take action, as well as the responsibility of the European Union regarding the structural part of the crisis.

CEC PRESENCE AT THE TRIPARTITE SOCIAL SUMMIT (2009-2011)

CEC takes part in the Tripartite Social Summit in the presence of the government of the country presiding the European Union, the Presidents of the Council and of the European Commission. This event is a special moment, when CEC can highlight its proposals on equal footing with the other organizations of workers or employers.

- **MANAGING THE FINANCIAL CRISIS** remains the main concern at each Tripartite Social Summit. In October 2008, the CEC had already stressed our duty to try to limit damage in terms of employment and social cohesion. It will not be sufficient to look for culprits at all levels of the financialization of the economy and naively believe that some will be identified among managers and executives. As a matter of fact, the role and the presence of managers in European Works Councils should be strengthened.
- **THE MOVE TOWARDS A GREEN ECONOMY** requires the coordination of social partners and their involvement in the initiation of supportive public policies. CEC agrees with the conclusions of the ILO report on 29/09/08 related to climate change and its impact on employment. The transition towards a green economy is optimal when benefiting from a strong and constant support by governments, as well as a voluntary policy by means of objectives and also penalties and rewards based on results.
- **BEYOND AUSTERITY, IDEAS TO PROMOTE GROWTH AND EMPLOYMENT IN EUROPE.** Short-term pressures compel policy-makers to focus on emergencies. However, there is a need to consider long-term growth. Employment rates of senior workers still remain low. Another crucial issue is that of youth unemployment which is becoming worse with early school leavers.

It should be stated that companies in Europe have been very profitable. Between 1998 and 2008 Euro-

pean companies have increased their average results by +9.7% compared with +6.1% in the United States.

Europe as a whole is quite well positioned to seize opportunities offered by clean technologies, and to achieve productivity gains through innovation.

Three growth opportunities should be given priority: to further reform of the labour market in cooperation with the social partners, to release productivity and the development of services, to coordinate policies stimulating growth through innovation.

- **SOLUTIONS TO THE CRISIS IN GREECE** are certainly to be found through policies inherent to the Greek State, which the country must address itself. However the Greek crisis also reveals problems related to the monetary union, while national currency devaluation is no longer possible. Inventing a model that perpetuates the Euro and the benefits it has brought to states and businesses lies upon the Union. Member States should also adopt and enforce rules of fiscal stability, if we want a future together.

As a European Social Partner, CEC has participated in the negotiation of many agreements initiated by the European Commission. The CEC has established partnerships in projects funded through EU budget launched by affiliated organizations and universities.

GEORGES LIAROKAPIS
PRESIDENT

CEC LEADING TEAM – OTHER MEMBERS

LUDGER RAMME, SECRETARY GENERAL

CEC European Managers is the voice of managers in Europe.

Even in times of crisis - and we are in the middle of a deep economic crisis - managers have to play a special role. Managers associations do want to contribute together with the other social partners and strive for successful and humane industrial relations. Our members are middle and upper managers representing thus a specific group of employees. They are bridge builders between the top-management and the workforce. Their challenge is to motivate the whole team from bottom up and explain why and how things have to be done. Even after the economic recovery in some countries, managers must contribute to face the next challenges such as debt crisis, demographic change and migration. They have to introduce new models to face issues such as balance of career and family life or diversity. This is a must since managers and experts need every member of our society to keep up the performance in Europe.

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

CEC and CIC will gather managers all over the planet and bring them together. The managers' network is going to be developed further so as to provide a meeting space on the internet.

Managers play a certain role in society outside the company as well. They have to be involved in progress and have to take responsibility for those who cannot keep up with the speed of development. Managers' associations within our umbrella organisation have taken the

task to make this role of managers visible and clear to everybody. They also defend managers' rights and needs.

Next to enlarging the number of members, CEC is dedicated to act as a real partner and good friend to all other social partners. Part of the employees' side, CEC is also a close partner to the employers' representatives.

In the year 2011 the Task Force has given valuable input for the work of CEC. I would thank all the colleagues

and friends from member organisations who have supported me in my work. A special Thank you goes to the CEC staff, Marie-Anne de le Broïse and Georgette Ould, who are doing a great job in the Brussels office!

CEC deserves the support that is given to us by our partners and by our members. We will continue to give a face and a voice to managers. We will involve our members so that their needs and expectations are highlighted. The European social model, i.e.: what distinguishes our industrial relations model from other parts of

the world is composed of very diverse traditions and systems. A specific representation of managerial staff is one of the vital elements of this model and contributes to make us more competitive. Together we will build a fair Europe that will remain among the successful areas of our planet.



Ludger Ramme

ANNIKA HAGE NEDERSTRÖM,
DEPUTY SECRETARY GENERAL

Managers play a key role in the success of Europe's business and industry. They are central to giving companies a competitive edge and to fulfilling the goals of the Europe 2020 Strategy. It is the managers in the companies – in all business areas and at all levels – who



Annika Hage Nederström

create the necessary results by making the most of the competence of each individual employee.

During my period as CEC Deputy Secretary General, I was able to share the Swedish and Nordic experiences and bring new perspective within the Officers' team. At Ledarna, we provide our members with a two-fold support: in their professional role as a manager and as an employee. This twofold vision is also reflected in the topics that CEC has been highlighting through its conference over the past three years on: the managers' role in creativity and innovation in 2009, looking at contractual conditions for managers in Europe in 2010, and the impact of the economic crisis in 2011.

I have also had the possibility to closely follow the improvement of CEC communication actions. In 2010 the CEC website has changed shape to better highlight key issues that we follow and the initiatives we have been developing. In 2012 we are pursuing our efforts to make these highlights even more visible on our homepage. I see communication as a long-term work, to implement and secure the CEC image and to affirm its identity by a new young public. This represents a core element for CEC development in the future.

JUAN ZURIARRAIN,
TREASURER

Over the past three years, I have monitored CEC financial evolution. Every year, I met with the external auditor and the accountant in order to review the accounts presented to the Steering Committee. With the Officers, I have also prepared the yearly budget forecasts that have been approved by the Steering Committee.

I can successfully report that CEC collaborated in several European projects over the last three years. I would like to highlight one of our current projects coordinated by my home organisation, CCP Spain called Fit-Managers. The objective of this project is to help managers better face stress at work through the development of an online training programme focused on the health-sport-nutrition-attitudes diamond. But several other projects can be mentioned: on the anticipation of industrial transformation, on European Works Councils, on the competitiveness of regions, on flexicurity, on active ageing. Last but not least, in 2012 CEC is conducting a new project on demographic change with the support of the European Commission.

As part of an effort to strengthen our international profile through our twin organisation CIC, I have also developed contacts with the "Fundación Iberoamericana de Economía Social" to identify other organizations of managers in America.



Juan Zuriarrain

2 CEC MORE THAN A UNION

CEC DEVELOPMENT AXES

HAVE THE PURPOSE OF MANAGERS REPRESENTATION RECOGNISED

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



STRENGTHEN ITS ROLE AS VECTOR OF EUROPEAN INTEGRATION

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

ESTABLISH RELATIONS WITH COMPANIES, UNIVERSITIES, SCHOOLS

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

CONTINUE COLLABORATION WITH ETUC / EUROCADRES

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

DEFEND THE EUROPEAN SOCIAL MODEL

A model which has to be based on four constants: a high standard of living which must be preserved, a generalized social welfare which must be constantly balanced, a reality of social dialogue in companies which we have to develop, as well as services supplied to the citizens and to the companies by public authorities which must be protected.

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

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

DEVELOP LOBBYING TOWARDS THE EUROPEAN PARLIAMENT AND OTHER INSTITUTIONS AND ORGANIZATIONS CONCERNED

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

ADVANTAGES OF BEING A MEMBER

CEC is open to all national interprofessional organisations in Member States of the European Economic Area and/or of the European Free Trade Association and to all European professional organisations representing executives and managerial staff.

Eight reasons to join us:

1. Strengthen the voice of managers towards the European institutions.
2. Have an easier access to the European Union institutions through a CEC support.
3. Stay informed on European activities with CEC's regular newsletter.
4. Participate in CEC conferences & events.
5. Gain privileged access to CEC information and data.
6. Increase your visibility through a free web link on the CEC homepage.
7. Take advantage of the CEC Managers' Network.
8. Benefit from the CEC Mutual Assistance Agreement when working abroad.

CEC MANAGERS' NETWORK

Created by CEC in 2002, this managers' network was initially a service reserved to managers affiliated to the CEC member organisations. Given the multiplication of network forums, CEC has now decided to open up this network to all managers or to anybody interested in managerial issues. The platform gives free access to a database of contacts all over Europe and beyond (search by name, company, country or area of activity).

The aims of this platform are manifold:

- to develop individual contacts with managers from other countries,
- to create links between managers from the same company,
- to follow debate on social affairs at the European level and provide ways of being represented,
- to exchange on managers' issues,
- to get informed before going abroad, whether emigrating, externalising or planning an event abroad.

Registration on www.cec-managers.org.

CEC MUTUAL ASSISTANCE AGREEMENT

Any person affiliated to a CEC member organisation may benefit from the expertise of other member organisations through: the Mutual Assistance Agreement.

In a context of increased mobility, within which managers are more and more sent abroad, CEC provides the individual members of its member organisations the guarantee of getting professional advice as well as first assistance from CEC national organisations abroad.

Through this agreement, the managers member of a CEC member organisation can:

- collect information on working conditions and labour legislation in force in the country where they will be working;
- get advice before establishing a working relationship;
- get advice to manage conflicts arising from a working relationship.

For any request, the manager must contact the organisation to which he/she is affiliated in his/her country of origin. National organisations then redirect requests between themselves.

For further information, please check the CEC website: www.cec-managers.org



CEC WITHIN THE EUROPEAN SOCIAL DIALOGUE

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

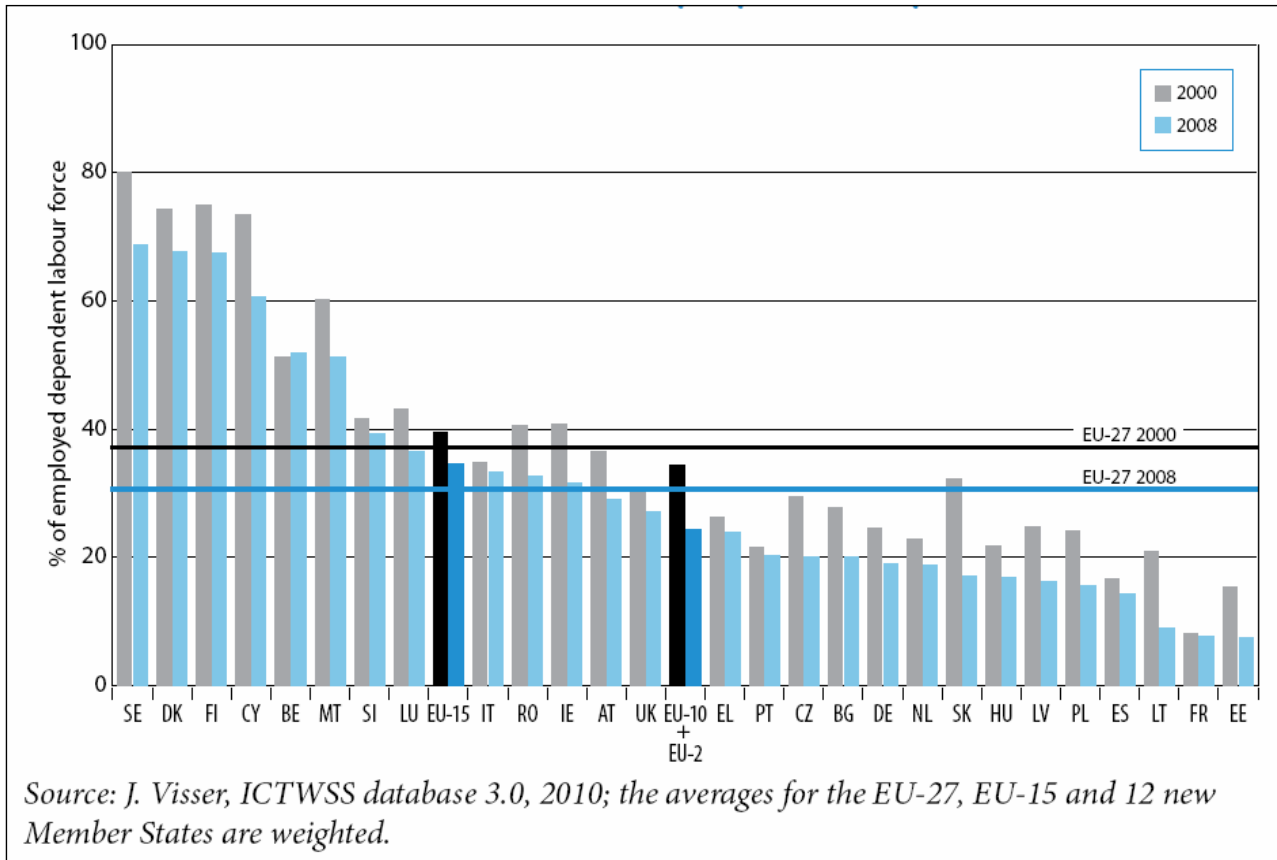
Under the European social dialogue, European social partners are consulted before the drafting of proposals for the Community social legislation. They also have the right to negotiate agreements that can then be transposed into Community law or implemented by the social partners themselves. Beyond the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

res in the Treaty of Lisbon, the social partners establish their own agenda, in which they choose to tackle issues of common interest.

The European social dialogue takes two main forms: a bipartite social dialogue between European social partners only (employers and trade-unions organisations) and a tripartite dialogue between the European social partners and the Community authorities (European Commission and Council of Ministers).

CEC is an independent organisation in the employees' delegation, which also includes ETUC and Eurocadres. CEC promotes and defends more specifically the interests of managers. Through its professional federations, CEC also takes part in the social dialogue at sectoral level.

TRADE UNION DENSITY BY COUNTRY 2000-2008



Source : Industrial Relations in Europe, European Commission, October 2010

SOCIAL DIALOGUE COMMITTEE

Set up in 1992, the Social Dialogue Committee is the main body for cross-industrial social dialogue at European level. It meets 3-4 times a year to discuss employer/worker views on various topics, adopt texts negotiated by both parties, and plan future initiatives.

Over the past three years, the meetings have included discussions on the following topics:

- the final implementation report of the 2007 social partners' agreement against harassment and violence at work,
- the first annual implementation table of the social partners' 2010 agreement on inclusive labour markets,
- the opening of negotiations on the revision of the European working time Directive,
- the social partners' joint projects on climate change, flexicurity and social dialogue,
- the social partners' work on migration, integration and mobility,
- the social partners' work on employment,
- the new integrated programme of the European cross-industry social partners,
- the conference in Poland to celebrate 20 years since the social partners' agreement,
- Europe 2020: follow-up on flagships and on country recommendations,
- a climate change mechanism,
- a European framework for restructuring,
- the Posting of workers' Directive,
- the consultation of the social partners' in the case of a preliminary ruling on a Directive based on social partners' agreements.

In February 2012, the Social Dialogue Committee endorsed the new Social Dialogue Work Programme 2012-2014. CEC commits to support and contribute to the following issues:

- youth employment,
- in-depth employment analysis,

- gender equality,
- education and lifelong learning,
- mobility and economic migration,
- better implementation and impact of social dialogue instruments,
- economic and social governance of the EU.



SECTORAL SOCIAL DIALOGUE - LIAISON FORUM

At sectoral level, the social dialogue underwent an important development in 1998, when the European Commission decided on the establishment of sectoral dialogue Committees promoting the dialogue between the social partners in the sectors at European level. Under this framework, the European Commission also meets with the actors of the sectoral social dialogue 3-4 times a year to discuss recent developments in European social dialogue and industrial relations. CEC is invited to these meetings and thus supports the work of its professional federations active in nine sectors.

3 2009-2012 CEC ACHIEVEMENTS

MEETING WITH COMMISSIONER ANDOR

CEC President and Secretary General, Mr Georges Liarokapis and Mr Ludger Ramme, met on 8 February 2011, with Mr László Andor, the European Commissioner for employment, social affairs and inclusion. It was an opportunity to expose CEC's vision toward a better understanding of the managers' needs and our wish to have a fruitful collaboration based on an efficient social dialogue and a real exchange of experience between stakeholders.

During our exchange, Mr Andor expressed his belief that a strong social dialogue is essential for Europe. As Commissioner for employment, social affairs and inclusion, he himself dedicates time to hearing what the different representative organisations of workers have to say and was interested to get a perspective of the European managers' view.

CEC has a good visibility of realities that managers face in companies. The current European labour market opens up more jobs for managers than for the other workers. However, as stressed by the European Commission, a mismatch between supply and demand – measured through the increase in both unemployment rates and job vacancy rates – is being felt. Whereas in some EU member states, such as France, qualified persons remain jobless, other countries, such as Germany do not have enough qualified persons available.

It is our belief at CEC that we can contribute to a better understanding of the labour market trends, through the experience of our members. To this effect, the European Commission network for professional mobility, EURES could be developed to better target highly qualified and academic profiles. Commissioner Andor

shared his openness to creative ideas and willingness to collaborate with CEC.

CEC CONFERENCES

CEC CONFERENCE 2011: MANAGERS IN AN ECONOMY UNDER CRISIS

Firm supporters of the European construction process being well aware of the danger of the Greek crisis spreading to Europe, the CEC wanted to see for itself to understand and put into perspective the Greek crisis in its European context.

On October 7th, 2011 in Athens, CEC organised together with its two member organisations from Greece:



ACEO and HMA, a conference to contribute to the European debate on the economic and financial crisis and exchange on the causes of this crisis, its consequences, the current state of play, the effects of corrective measures and future perspectives. Several Greek speakers with diverse backgrounds have given a picture of the local situations in economic and social terms. The contribution of European actors also enabled putting this picture into perspective. Suggestions were made on how to boost the economy stressing the need for more Europe.

INTERFERENCES BETWEEN THE GREEK CRISIS AND THE EU

ASPECTS TO CONSIDER	GREECE		EUROPE		IMPACT	TREND
	POSITIVE	NEGATIVE	POSITIVE	NEGATIVE		
1) Governance		National political parties accuse each other of the mismanagement that led the country to the brink.	The European leaders are re-thinking the governance of the European Union.	<p>The countries of Europe have lost the bond of solidarity that had first brought them together.</p> <p>The current European coordination system has shown its flaws and especially its lack of responsiveness in critical situations.</p>	***	↗
2) Structural reforms	The Greek society asks for change.	The government struggles to introduce comprehensive structural reforms needed to stabilise the economy.	The European leaders are trying to impose regulations at European level so as to guarantee the stability of the Union.	The Troika with the Greek government has so far failed to take adequate measures to secure the way out of the crisis.	***	↘
3) Resources	Greece is plentiful of natural energy resources, untapped mineral resources, and has a competitive advantage in areas such as tourism, energy and agriculture.		European funds could focus on the green economy and renewable energy projects.	A future lack of investment is to be expected.	**	↗
4) The young generation		The younger Greek generation tends to build its future abroad.	The culture of management is evolving across Europe. A new ethic closer to entrepreneurship, requiring more innovation and rapid adjustment to change is emerging. In this perspective the labour market will have to rely on the potential of the younger generation.	Skills shortage is expected.	*	↘
5) The Eurozone		Banks that were lending to Greece had knowledge of the wrong figures regarding the Greek economy, but the lending was continuing.	<p>The Euro brought immense benefits to companies and states.</p> <p>The cost of saving economies in difficulty like Greece is less than the cost of returning back to the Euro.</p> <p>Europe could come up with a warranty fund over the next ten years for Greece.</p>	There is a European structural problem linked to the monetary Union.	**	→
6) Public image		Difficulties to communicate with the public and explain austerity measures. Lack of trust between the Greek society and its politicians.		The Greek complain that the rest of Europe blames them for all the bad things happening. Social peace is needed around the Union.	*	→

CEC CONFERENCE 2010: COLLECTIVE AND INDIVIDUAL CONTRACTS FOR MANAGERS

The past two decades have brought extraordinary changes with the development of a global market and a global economy. For the European Union, the expanding of borders has made differing norms of working conditions across the continent become increasingly apparent. Over this period, managers' population in Europe rose by 50%, while the employees' population grew by only 18%. These figures highlight the central place of managerial staff in companies European wide.



On 18 June 2010 CEC organised a conference in Verona (Italy) together with its Italian member organisation CIDA and presented a first overview of the results of a survey on managers' contractual conditions in Europe. The full results of this survey are now available on the following link:

<http://www.cec-managers.info/compendium/>

The conference was the occasion for a selection of representatives of organisations and companies to present their experience during a discussion on the evolution of managers' status.

CEC CONFERENCE 2009: THE ROLE OF SOCIAL PARTNERS TO STIMULATE CREATIVITY AND INNOVATION - AN ANSWER TO THE ECONOMIC CRISIS

Executives and managerial staff recognize that innovation and creativity are quality standards for career development, to resist stress so as to remain employable on the long term.

Interest in innovation and creativity cannot remain



aside considering that a beginning of solution to the current financial crisis could be related to our innovation capacity. Therefore CEC European Managers dedicated its Triennial Congress 2009, which took place on June 4th in the European Parliament in Brussels, to analyse the opportunity that

innovation represents for the European economy.

During this Congress, CEC identified ten ideas to stimulate innovation and creativity in European companies, which have been published into a guide for managers.

TRIPARTITE SOCIAL SUMMIT

The setting of the Tripartite Social Summit was decided in March 2003, as a replacement of the previous Permanent Committee on Employment. The Summit's mission is to ensure a permanent consultation among the social partners, the European Commission and the heads of government and employment Ministers of the current and subsequent two Presidencies of the Council of the European Union. Within the Summit, social partners can have a direct say in employment, sustainable economic and social development issues, thus actively participating in the definition of the European social strategies.

2011: UNDER POLISH PRESIDENCY

"WE NEED MORE EUROPE, NOT LESS EUROPE, WE HAVE NO OTHER ALTERNATIVE"

WHAT IT IS STILL GOING WRONG IN GREECE?

Young Greek graduates leave the country and look for a future elsewhere.

Privatisations were supposed to be done, this has not happened yet.



Lots of real estate is property of the state and no use is made out of it.

Greece lacks management but Managers' voice is not heard; politicians refer to Managers as technocrats. Salaries in the public sector are almost the double compared to salaries in the private sector.

Nevertheless, the current salary of a teacher in Greece is 630 €. How can a teacher live with 630 € per month in a euro zone country? Education is crucial for the next generations.

Ten days of strike per year on average it is too high.

Changes are necessary in mentalities, culture and institutions.

Solidarity from outside has to be deserved; attitudes must change.

Taxes increase in a recession period increase recession.

The tax system in Greece needs to be reworked so as to encourage investment.

Greek Managers are motivated to find solutions and have ideas about what to do. Why not listen to them?

THE EUROPEAN VISION AND EUROPEAN UNION RESPONSIBILITY

We need more Europe, not less Europe.

To have peace we need first social peace all around the Union.

How are the youth supposed to believe in Europe?

Greece needs technical advice and communication tools in order to move from the "crisis mood" into action.

The Euro brought immense benefits to companies and states.

The cost of saving economies in difficulty like Greece is less than the cost of returning back before Euro.

Banks that were lending to Greece had knowledge of

the wrong figures regarding the Greek economy, but lending was continuing.

European funds should focus on Green Economy and Renewable Energy projects. Sun, wind and tide energy are available in Greece all around the year.

We can consider Germany as a model which invested into the industrial base, cutting public expenditure, having responsible unions and introducing a debt brake in the constitution.

Germany got additional wealth over the past two years thanks to the free market access and the Euro currency. If the monetary Union had not existed Germany's export benefits would have probably suffered by a strong DM.

Europe should come up with a warranty fund over the ten next years for Greece and promote investment on Green energy projects.

The crisis Greece has been facing over the past two years reveals that there is a European structural problem linked to the monetary Union. This is not to minimize efforts Greeks have to undertake but the solution to the problem cannot come only from inside the country, it should also come from Europe. We need more Europe not less Europe. We have no other alternative. If all Euro-countries really begin to act as a stability-union we will have a common future in Europe.

As a responsible social partner, CEC European Managers together with two Managers' organisations in Greece, EASE and EEDE, give their contribution to overcome the Greek crisis. We would have appreciated if more attention had been paid by the Commission to our efforts."

2010: UNDER BELGIAN PRESIDENCY

"BEYOND AUSTERITY, IDEAS FOR GROWTH AND EMPLOYMENT IN EUROPE

Short-term pressures are forcing policy makers to focus on urgencies, it is however necessary to reflect on how to reach longer-term growth again.

The challenges Europe must face are serious, more for some economies than for others. Economic growth remains fragile in several countries. Given high levels of national debt and deficits, there is little remaining scope



to stimulate growth from public funds.

In addition, according to European Commission estimates, ageing will require additional government expenditure equivalent to as much as 3% of GDP by 2035. The senior employment rate remains weak. Promoting the employment of seniors is crucial, in order to reach the level of Nordic countries.

Another crucial challenge is unemployment among the younger generation. In this regard an important component of youth unemployment rate, which varies from one country to another, is early school leavers.

However, contrary to popular perception of Europe's poor record on job creation, 24 million new jobs were created between 1995 and 2008, more than in the United States over the same period despite slower population growth.

Furthermore, in 2009, the European market boasted approximately 101 million households earning more than \$35,000 a year. The EU-27 is today the largest integrated economy worldwide, representing 28% of world GDP.

Europe's companies have been highly profitable. From 1998 to 2008, European companies have been growing more profitably, with an average profit growth of 9.7%, compared with 6.1% in the United States.

Reforms to stimulate the development of service across the broad range of European economies would boost economic growth and employment, and they need to be a priority for economic policy makers.

Europe is rather well positioned to benefit from opportunities offered by clean technology solutions and to improve productivity through innovation.

Three broad growth opportunities should be prioritised:

- Pursuing further market reform, in cooperation with the social partners
- Unlocking productivity and growth in services
- Aligning policies to boost growth through innovation

In this context, the representative organizations of managers in Europe, CEC and Eurocadres, are ready to contribute their share and make available the network of the workers they represent for a better understanding of the stakes and to pursue to a strategy in an effective way.

For this purpose, it is important that the organizations of managers are visible and recognized in all the countries. In Belgium for example, the organization of managers CNC/NCK should be recognized as a social partner.”

2009: UNDER SWEDISH PRESIDENCY

“MANAGERS’ AGENDA FOR EUROPE

Managers play a key role in the success of Europe’s business and industry. They are central to giving companies a competitive edge and to fulfilling the goals of the

Managers are decisive if the people who are currently outside the labour market are to find a job and become a part of a workplace. In the near future, most of the countries of Europe will be facing a shrinking labour force which makes it even more important to break the isolation of people who are unemployed.

Company managers must be supplied with the preconditions for creating a workplace climate that permits and encourages diversity, that enables all employees to use their knowledge and commitment in order to contribute to the goals and results of the enterprise. Today many managers have to live with such tough production and efficiency goals that they have no time to practise good leadership, the type of leadership that brings out the latent resources in all employees.

Labour market policies are able to create the preconditions for breaking the isolation of the unemployed and increasing the mobility of the labour force. However when it comes to practical action in the companies, the managers can make the difference. Managers recruit and employ people.

Managers create and maintain the climate at the workplace that means that differences are permitted and accepted. Managers ensure that each individual’s opportunities to develop and contribute are properly utilised and it is managers who, through their leadership skills, are able to help everyone to do their best.

In order to create a sustainable labour market in which many more people can join and contribute to competitiveness, the managers of Europe must be provided with the best preconditions to lead companies and teams of employees.”



Lisbon Strategy. It is the managers in the companies – in all business areas and at all levels – who create the necessary results by utilising the competence of each individual employee.



CEC STATEMENTS PUBLISHED SINCE 2009

- Statement “To boost the economy we need innovation, focusing only on debts is useless.” – January 2012
- Answer to the consultation on the review of the Directive 2001/86/EC supplementing the Statute for a European Company with regard to the involvement of employees – September 2011
- Answer to the Green Paper “Modernising the professional qualifications Directive” – September 2011
- Answer to the Green Paper “The EU corporate governance framework” – July 2011
- Answer to the second-phase consultation on classification, labelling, and packaging of substances and mixtures – February 2011
- Answer to the second-phase consultation on the review of the European working time Directive – February 2011
- Statement “Encourage employment of senior workers to face demographic change” – November 2010
- Answer to the Green Paper “Towards adequate, sustainable and safe European pension systems” – November 2010
- Answer to the survey on the development of a European taxonomy of skills, competences and occupations (ESCO) – September 2010
- Answer to the consultation on the results of the study on the operation and the impacts of the statute for a European company (SE) – May 2010
- Answer to the first-phase consultation on the review of the European working time Directive – May 2010
- Answer to the consultation on the future “EU 2020 Strategy” – February 2010
- Position on the Communication on the European sectoral social dialogue – January 2010
- Position for a sustainable development – December 2009
- Position on the Roadmap for equality between women and men 2006-2010 – October 2009
- Answer to the first-phase consultation on the protection of workers from risks related to exposure to environmental tobacco smoke at the workplace – February 2009

All our position papers are available on:
www.ccc-managers.org.

4 CEC PARTNER IN EUROPEAN PROJECTS

CERTIFICATION FOR EU INHOUSE COACH

Launched in Germany in 2012, the project EU Inhouse Coach aims at developing a European qualification through a social partnership. In collaboration with companies, works councils and CEC as a European social partner, the coaching organisation Böning Consult will create a programme for in-house vocational training which will then be published, tried and implemented among the partnership. During the 2 years-scope of the project, pilot conferences will also be held for the topics of international competencies and quality control.

CEC members will be involved in this project through the CEC European Task Force group.

FIT-MANAGERS

On the initiative of CEC's member organisation in Spain, CCP, the CEC and four other European partners have launched in 2011 a project aiming at reducing the effects of stress at work. By the end of 2012, an online training programme will be established to help managers better face the stress by developing competences of the Health-Nutrition-Sport-Attitude diamond.

During the first months of this project, researchers car-

ried out a survey to assess how stress affects managers. They also conducted interviews on experts to collect recommendations on how best to develop the training modules.

To find out more about the project:
www.fitmanagers.eu.

FLEXICURITY INTEGRATED SERVICES - FIS

Launched in Italy in 2010, the project FIS (Flexicurity Integrated Services) aimed at disseminating information and exchanging experience on the issue of flexicurity among actors involved in industrial relation. The project received the support of CEC and was also conducted in partnership with CEC member organisations from Belgium (CNC/NCK) and Greece (HMA).

Research activities have been conducted to present different national scenarios of managing flexicurity through integrated services: in Belgium, Greece, Italy, the Netherlands and Romania. A comparative report has thus been published presenting conclusions of the research. Further discussion on this report took place during the final conference of the project on October 21st in Brussels. A final report on the project is under publication.



STRENGTHENING THE COMPETITIVENESS OF REGIONS - CAPATER

Following-up the MATRI project, CAPATER had the objective to present best practices on how to strengthen the competitiveness of regions. Examples showed that widening the capacities of actors - higher educational establishments, unions, staff representatives, employees, employment agency – helps better face the socio-economic problems of a territory and contributes to its dynamism.

The project involved the setting up of training sessions to increase awareness on territorial intelligence. Two pilot phases were carried out in France and a seminar in Brussels on 17 March 2011 disseminated the results of the project to a European audience.

To find out more about the project results:
www.capater.com

EUROPEAN WORKS COUNCILS – PERCEE

In view of improving the conditions of development of worker participation in European Works Councils, our French member CFE-CGC developed a European project supported by the European Commission in partnership with CEC and our professional Federations.

First results of a questionnaire reviewing the process of creation and functioning of European Works Councils were presented during a European conference held in Paris on 14-15 October 2010.

A practical guide for managers on European Works Councils is available on the following link: www.cfecgc.org/ewb_pages/div/CEEEWCAnlais.php

EMPLOYMENT OF AGED WORKERS IN THE BANKING SECTOR IN CRISIS - ACTIVE AGEING

In the crisis context, the CEC banking federation FECEC developed a project supported by the European Commission to tackle the issue of senior employment in the banking sector.

This project aimed at setting up a Code of Good Practice on active ageing for companies of the banking sector. Input has been gathered through a questionnaire

to over 2,000 managers in six European countries.

A European conference held on 24 September 2010 in Lisbon (Portugal) highlighted the issues faced by the banking sector: the need to satisfy shareholders and to make companies profitable. The complexity of transmitting competences was underlined, as well as the weakness of the sector in matters of lifelong learning.

METHODOLOGY FOR THE ANTICIPATION OF INDUSTRIAL TRANSFORMATIONS - MATRI

The MATRI project aimed at strengthening the competitiveness of Europe in the creation of innovative products and services. It relied on the design and experimentation of a methodology to anticipate changes at human, organisational and social level.

To carry on this mission, several partners have been associated to this project financed by the European Social Fund: companies, social partners, representatives of local authorities, a research institute and academic partners.

As a partner of the project, CEC was in charge of disseminating the results of the project. This was achieved through a conference organised on 26 January 2009 at the European Economic and Social Committee in Brussels.

To find out more about the project results:
www.matri-europe.com



RESEARCH ON COLLECTIVE AND INDIVIDUAL CONTRACTS FOR MANAGERS

CEC conducted a survey between February and June 2010, interviewing a panel of managers' representative organisations and companies throughout Europe to assess and analyse the evolution of the different contractual conditions of managers and executives.

There is a broad consensus on the definition of „managers“, especially on the need to distinguish between directors / board members and all other „employed“ managers. Employment protection for managers is valued in all countries covered by the study, legal protection against unfair dismissals also applies to managers. In most countries, employment contracts are the result of individual negotiations and collective agreements. The managers in Europe therefore need both strong unions/associations willing and able to negotiate, as well as individual help in contract negotiations. Employee participation has manifestly become a defining feature for European companies, but managers are only partially integrated in participation schemes.

The study showed that there are national differences but also many similarities regarding contractual conditions of managers in Europe. The internal market thus requires

more and more convergence between the member states' labour and social policies, but also “soft law” policy coordination such as Europe 2020 Strategy.

MANAGERS' OPINION ON THE FINANCIAL CRISIS

For the first time in 2009, CEC launched a European-wide survey through its members' networks to find out about managers opinion on the financial crisis. About 90% out of the 358 participants came from four specific EU Member States: France, Germany, Belgium and the Czech Republic. Therefore it was not possible to draw valid and representative conclusions for the views of managers in the EU as a whole. However, cross-national comparisons among these four countries revealed interesting differences.

The German participants had the strongest feeling of being negatively affected by the financial crisis. Participants from Belgium and France were more concerned about the security of their jobs. With regards to the political reactions expected from the EU, respondents recommended a better coordination of the supervision of financial markets over higher spending.

6 OUR NEXT CONFERENCE: “MANAGERS AND THE EUROPEAN LABOUR MARKET: PREPARING FOR DEMOGRAPHIC CHANGE AND ACTIVE AGEING”

Demographic change poses many challenges to the European Union which are without precedent. Life expectancy is rising and the average number of children per woman, at 1.5, is below the 2.1 required to replace the population. The population as a whole is ageing, so that between now and 2050 the EU will change from having four to only two persons of working age for each citizen aged 65 and above. The consequence of the ageing process is a decline in the size of the available workforce, which is projected to fall from 308.9 million

in 2005 to 253.4 million in 2050. Yet at the same time the average age of the population in general as well as that of the working age population will increase, people will have to stay in work for much longer.

The changes that will occur with an ageing yet shrinking workforce will affect businesses very directly and concretely. Independent of political decisions to raise the retirement age on the national level, an increase in the average age of employees means that businesses have

to act. First and foremost an age-based organisational culture needs to be put in place as well as measures and strategies for a human resource policy within enterprises that deals with an ageing workforce and the demographic challenges in general. Here the special responsibility of managers and professionals comes into focus.

Managers and professionals will play a vital role in establishing these age-based organisational structures. Furthermore, and maybe even more importantly, managers and professionals will perform the essentially important function of developing, communication and implementing the strategies and measures necessary for a sustainable age management.

This increased importance of managers and professionals in tackling the effects of demographic change brings into focus the impact of demographic change on managers and professionals themselves. In particular in the additional context of forecasts which show that about 16 million people will be needed to fill high-skill jobs by 2020. The CEC project is therefore twofold.

1. The future availability of managers and professionals needs to be explored and reliable projections as to their

future numbers under the condition of demographic change to be provided. CEC is carrying out a survey focusing on 5 countries: France, Germany, Italy, Sweden and the UK.

2. In view of a decrease in the number of managers and professionals it becomes also paramount for businesses to do everything possible to keep managers and professionals – like many other groups of employees – in employment until the official retirement age. The CEC will open a debate with representatives of managers and professionals, employers, HR experts and works councils to make recommendations on how to best anticipate this trend.



7 CEC AND UNITED NATIONS ORGANISATION: CONSULTATIVE STATUS

A founding UN Charter body established in 1946, the United Nations' Economic and Social Council (ECOSOC) is the place where the world's economic, social and environmental challenges are discussed and debated, and policy recommendations issued.

The ECOSOC holds regular meetings throughout the year with prominent academics, business sector representatives and over 3,200 registered non-governmental organizations. The biggest gathering session takes place every year in July alternatively in New York and Geneva. This major event looks at pressing development challenges (employment, education, health, etc.), as well as the UN's Millennium Development Goals.

During its 2012 regular session at the beginning of the year, the Committee on Non-Governmental Organizations - a standing committee of the ECOSOC in charge of applications from NGOs - decided to recommend Special consultative status with the Economic and Social Council to the CEC. This recommendation is subject to the approval of the Economic and Social Council, which will consider and take action on the Committee's recommendation at its substantive session scheduled for late July 2012.

This recognition of managers' voice by the United Nations is a major step towards making CEC and CIC's activities better visible at international level.

MILESTONES

1951 Three national executive and managerial staff organisations, French, German and Italian create together the International Confederation of Managers (CIC). New members have kept enlarging the confederation since then.

1989 The CIC decides to strengthen its European presence and founds a European Confederation of Managers, currently known as CEC European Managers. From then on, the Brussels-based CEC has been making its genuine and positive contribution as a social partner to the European integration.

1993 Agreement on the Maastricht Treaty and the associated social protocol. CEC thus becomes an

interlocutor for the European Commission and is consulted on new legislative initiatives.

1999 Formal agreement between CEC and Eurocadres to represent managers in cooperation at the European level. CEC joins the employee delegation and begins negotiations under the social protocol representing the interests of managers.

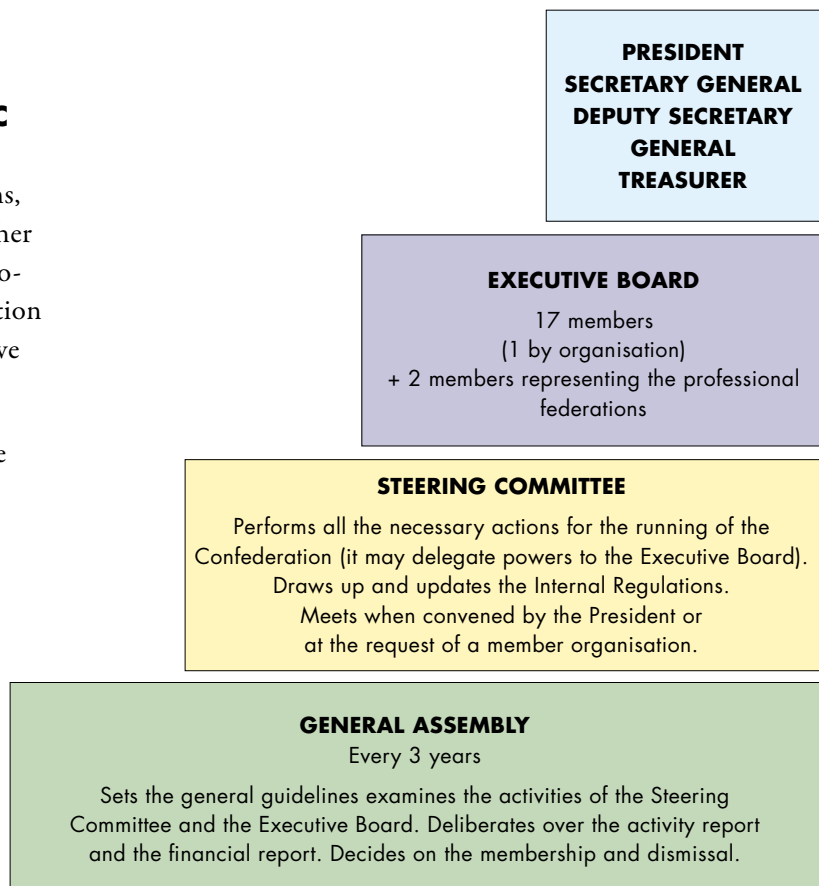
2007 Integration of CEC as a European social partner in the Industrial Report established by the European Commission, together with ETUC, Eurocadres, BUSINESSEUROPE, CEEP, UEAPME.

2009 CEC is visible in all publications of the European Commission as one of the six European social partners.

INTERNAL ORGANISATION OF CEC

CEC is composed of national organisations, established in the Member States and other European countries, and of European professional federations. It also has co-operation agreements with organisations which have an observer statute.

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



RELAUNCH THE CIC

OBJECTIVES

The CIC is the voice of managers worldwide. It is an international confederation of managers to which CEC is affiliated. Its mission can be described as follows:

- to represent Managers' interests at international level,
- to build a Managers' network worldwide: helping managers to develop individual contacts all over the world and exchange on common issues,
- to sign transnational agreements,
- to monitor the issues of social dialogue at international level.



A NEW LOGO AND WEBSITE

The CIC is now better visible with a new logo and a dedicated website. We invite you to find out more on: www.cic-managers.org.



PARTICIPATION IN THE INTERNATIONAL LABOUR CONFERENCE

The ILO is the international organization responsible for drawing up and overseeing international labour standards. It is the only 'tripartite' United Nations agency that brings together representatives of governments, employers and workers to jointly shape policies and programmes promoting Decent Work for all.

Each year in June, the broad policies of the ILO are set during the International Labour Conference held in Geneva. Often called "an international parliament of labour", the Conference establishes and adopts international labour standards and is a forum for discussion of key social and labour questions.

The CIC regularly takes the floor during this conference to present the specific views of managers. On 8 June 2011, CIC General Secretary Ludger Ramme highlighted:

"Managers as part of the staff are part of the workers side in labour relations. They are the bridge builders

within the companies and the institutions. They are a part of the workers side and they can communicate on equal footing with the employer. The employers need the managers to get their wishes enforced. The workers need to trust the managers who have some great responsibility for those who are members of their team.

This is why managers also have a right to create their own independent associations and unions. However this universal right is not respected in every country and although managers have in average better working conditions than other workers we are still asking the labour office to have an eye on this right of all groups of workers to create their own associations and thus give a voice to their group.

We as associations of managers and unions worldwide are taking on our responsibility as collaborator in forming a single world with opportunities to participation for everybody. This will include intensifying our own focus on Social Justice in all aspects of working life and beyond!".



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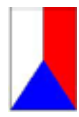


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For further information, please check the following link:

<http://www.ecc-managers.org/about-us/our-members/national-organisations.html>

Pour plus d'informations, merci de consulter le lien suivant:

<http://www.ecc-managers.org/fr/nous-connaître/nos-membres/organisations-nationales.html>