



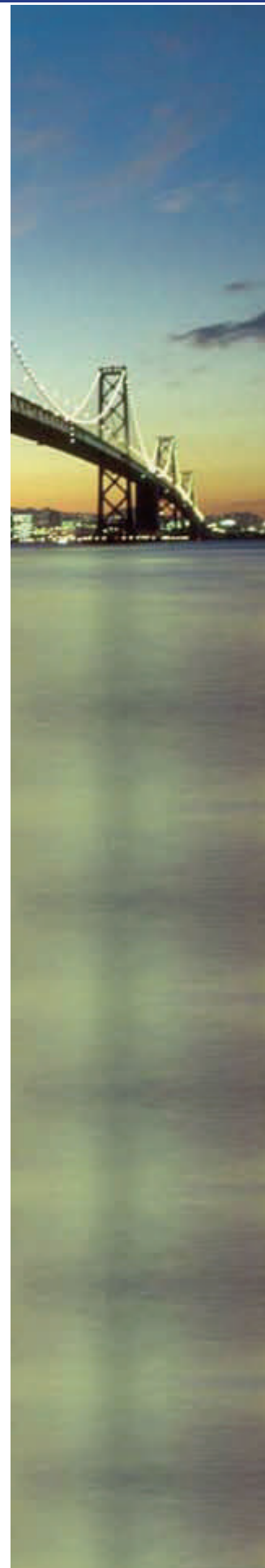
CEC ACTIVITY REPORT

2007/08

Toulouse, 5-6 June 2008

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CEC ACTIVITY REPORT 2007/2008

1. CEC EUROPEAN SOCIAL PARTNER SINCE 1992	3
2. ACTIVITIES 2007/2008	7
2.1. CEC mission 2006-2009	7
2.2. CEC Conference in Stockholm, 7-8 June 2007	9
2.3. Next CEC Conference in Toulouse, 5-6 June 2007	11
2.4. Consultations, positions, negotiations of CEC in 2007/2008	12
2.5. CEC European Task Force	15
2.6. CEC Managers' Network	15
2.7. MATRI project: anticipate in order to better consolidate competences	16
ANNEXES	17
ANNEXE I: ROLE AND FUNCTIONING OF CEC	17
ANNEXE II: WORK PROGRAMME OF THE EUROPEAN SOCIAL PARTNERS 2006-2008	18
ANNEXE III: EUROPEAN SOCIAL DIALOGUE: AGREEMENTS NEGOCIATED BY CEC	18
ANNEXE IV: CEC CONSULTATIONS SINCE 2000	19
ANNEXE V: CONFERENCES ORGANISED BY CEC SINCE 1998	20
ANNEXE VI: CEC MEMBER ORGANISATIONS	21

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. The six European Social Partners are:

For the employees: **ETUC, Eurocadres, CEC European Managers**

For the employers: **BUSINESSEUROPE, CEEP, UEAPME**

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.

Different CEC representatives have a seat in the European Economic and Social Committee within the Group II (employees).

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



Georges Liarokapis, CEC President

To strive for the **European integration**, allowing managers to fully take part to the EU 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 **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, bounty and tolerance.

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

Main facts of the year 2007/2008:

The organisation, with the support of the European Commission, of a **conference held in Stockholm (June 2007) on diversity and equal opportunities at the workplace**. A fair management of diversity within the enterprise boosts creativity and eases a rapid adaptation to change. Managers, thanks to their function and experience, represent an ideal way-through for a greater diversity among workers, a real vital need for the European continent.

The launch of **CEC Managers' Network** represents a milestone in CEC development. Managers have now the possibility to register on CEC website and to be part of a network at European level. This allows getting contacts according to professional interests, which can be very useful in case of a new career orientation. Moreover, **CEC Managers' Network**

represents an excellent sample of the population we represent, which we can address in order to bring out surveys and studies. It is a useful instrument in order to enhance our representativity. Last but not least, it is a clever way to attract new adherents to CEC national member organisations.


CEC European Managers took part in the **consultations** on **Flexicurity**, on a possible Statute for a **European Private Company** (EPC), on the review of Directive 2001/86/EC supplementing the Statute for a European Company with regard to the involvement of employees and on the Bureau of European Policy Advisers analysis on "Europe's Social Reality—a Stocktaking". CEC opinions are drafted on the basis of its member organisations' contributions.

Last but not least, the **revision of the directive 94/45/EC on European Works Councils** and the related consultation launched by the European Commission represents a major concern for CEC European Managers, as it will be determinant for its **presence and influence within European Social Dialogue at enterprise level**. That's why CEC European Managers organizes a conference on this matter in Toulouse (Airbus headquarters) on 5-6 June 2008, with the European Commission's support.

CEC keeps on supporting the MATRI project (a budget of 1,6 Million of Euros financed by 75% by the European Commission). It consists of 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 works and will disseminate conclusions and results through its network on due time.

We also hope to be able to face the challenges and needs expressed by our societies and companies next year. We will do our best to reach such results.

Georges LIAROKAPIS
CEC President



CEC leading team – other members

Ludger Ramme, CEC Secretary General

CEC European Managers is the voice of managers in Europe. Our members are middle and upper Managers representing thus a specific group of employees. They have a special role to play in the companies. They are bridge builders between the top-managements decisions and the workforce. Their challenge is to motivate the whole team from bottom up and explain why and how things have to be done.

Managers play a certain role in society as well. They have to be in-



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 has gained many new members in recent years, especially in South-Eastern Europe, and there are more to come. We have established strong relations with managers' organisations for instance in Switzerland, Serbia and Montenegro. New partners are seeking cooperation 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. Part of the employees side, CEC is also a close partner to the employers' representatives.

Internal work has been further intensified 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 such in a way give a continuous support to the office in Brussels. The taskforce has given valuable input in the creation of CEC Managers Network, an internet based net of managers all over the world (www.cec-managers.org). In just ten months it has attracted more than 700 managers, who are interested in international networking. This network is also our entrance into countries where there are no managers associations.

CEC European Managers deserves the support that is given to us by our partners and by our members. We will continue to give a face to managers on the European field. We will even more involve our members to point out their needs and expectations. The European Social model, i.e.: what distinguishes our industrial relations 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 contribute to make Europe more competitive.

Annika Hage-Nielsen, CEC Deputy Secretary General



During my period as CEC Deputy Secretary General, I was responsible for negotiations in the frame of European Social Dialogue. Agreements achieved by that way give employees the possibility to make their voice heard on problems that otherwise may be difficult to handle. Moreover, the managers will get better guidance in this matter, as long as representatives are involved when the procedures are implemented at the workplace.

The reaching of agreements which assure to workers – including managers – a greater degree of protection is anyway the 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 improvement of CEC communication actions. I see this communication effort as a long term work, to implement and secure the CEC image and to affirm its identity by new, young publics. This represents a core element for CEC development in the future.

Sonja Šmuc , CEC Treasurer

I was elected a treasurer of CEC in March 2008. Being new to this position I can not take any credit for the activities undertaken in 2007 but I am looking forward to be able to participate more actively in the future shaping of CEC.



I see CEC, a confederation of European managerial organizations, as an association with tradition and great potential. CEC is focusing on connecting European managers, people that are integral part of Europe's future. Without managerial excellence, which consists of vision, leadership, commitment, hard work and excellent execution of strategy, Europe cannot hope for Lisbon strategy to ever become anything more than an utopist dream. CEC can play a role in creating conditions that enable managers to perform at their best. The fact of being one of the partners in Europe's social dialogue on one hand and of being a link among 1.5 million European managers on the other, gives CEC an impact that should be treasured.

2. ACTIVITIES 2007/2008

2.1. CEC mission 2006-2009

The General Assembly held in Vienna in May 2006 elected Georges Liarakapis as CEC President on the basis of the action plan below, for a 3 years mandate.

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 in due format and spread it.

Get 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 European public platform that deserves to continue its action. The work it does is the continuation of a work of European integration. The confrontation of ideas allows understanding the cultural gap that can exist between two countries, two organisations, and two sectors. But understanding a point of view different from mine does not mean that I have to give up my own convictions. Enlarging one's visual horizon does not mean losing the first sight, if it is the right one. However, making a decision with all the elements at hand gives a better guarantee of success.

Develop Opinion Relays (enterprises, universities, schools)

This is external communication. Managers are in companies, we must go to them. Joint training actions with different European companies may cater for a mutual interest at a competitive cost. Today's students are – for some of them at least – the managerial staff of tomorrow. We must go to them, not to proselytize, but to inform them and listen to them. Partnerships with schools of management or engineering in Europe are the objective of 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 of 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 "brains" 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.

2.1. CEC mission 2006-2009

Help its Sectoral Federations in their Quest for Recognition

We must have a lot of esteem for 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 responsibility to create, at the sectoral level, a partnership with other organisations by taking inspiration of what ETUC and Eurocadres do today at the European level.

Imagine Partnerships and Alliances for a Better Valorisation of Differences

CEC cannot rule out the possibility of getting closer to other European or worldwide organisations, to promote its specificity and defend the interests of its member organisations. Of course, the democratic process that rules CEC's functioning imposes a process of information and consultation before any decision can be made. However, the message should be clear: a European confederation of managers will know how to use opportunities to make itself heard.

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.



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



CEC officers team during a meeting with MEP Gabriele Stauner. From left to right : Sonja Šmuc, CEC Treasurer; Georges Liarokapis, CEC President ; Gabriele Stauner, Member of the European Parliament; Ludger Ramme, CEC Secretary General.

2.2. CEC Conference in Stockholm, 7-8 June 2007



2007 — European Year of Equal Opportunities for All

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

(Conference organised with the support of the European Commission)

To raise managers’ awareness on discriminations, being intentional or not, in our societies and European companies: this was the aim of the conference organised by CEC European Managers on 7 and 8 June in Stockholm. During a couple of days discussion panels, thematic workshops and interventions of specialists have addressed questions, remarks and suggestions of an audience representing 20 European countries.

The course and the main outcomes of this event can be summarised as follows.

Discrimination on the workplace

The ‘mise en scène’ of a real case of discrimination at work, through a theatre play performed by talented actors, has launched the debate and raised numerous questions. Of course, **competition between men and women** for a responsibility position is a common fact within enterprises. A careful observation of roles and behaviours has consented to identify the **discriminatory elements**, which often remain barely visible.



Equal opportunities, the role of European institutions

The European Commission finances and supports a number of initiatives aimed to promote equal opportunities and to fight discrimination all along the year 2007.

The European Foundation for the Improvement of Living and Working Conditions disposes of a large comparative database. Its analysis allowed, amongst other interesting outcomes, to become aware that workers and citizens’ age can be an element of discrimination. In Northern European countries the seniors employment rate overpasses 50%, reflecting a situation which is compatible with the ageing of European population.

The European Social Partners CES, Eurocadres, CEC (employees side), BUSINESSEUROPE, UEAPME, CEEP (employers side) have elaborated a Framework of Actions to promote gender equality.

Equal opportunities, facts and figures within European companies and society

The first workshop has developed the issue of women managers, pointing out the obstacles to access high level positions. The gender stereotypes still persisting in many companies, the structural pay gap, the appearing incompatibility between family and professional life are several elements for the debate and for action paths. Local initiatives taking place in some countries can be taken as examples of good practices.

The second workshop examined the management of diversity on the workplace. Enterprises such as IBM or L’OREAL presented their innovative practices to avoid the trap of discrimination and to keep and integrate in the company people coming from a sensible group. The most frequent discrimination cases are related to age, ethnical origin, handicap, sexual orientation and religion. Independency from any religion and equality between men and women are non-negotiable principles.

2.2. CEC Conference in Stockholm, 7-8 June 2007



2007 — European Year of Equal Opportunities for All

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

(Conference organised with the support of the European Commission)

Conclusions

The best expression of diversity is to accept people as they are

Concerning the issue of diversity, we can notice that the list of categories potentially victims of discrimination could be very long without being exhaustive. Therefore it is preferable to adopt a general principle of non-discrimination towards the others, by accepting them as they are. Certain categories, for instance disabled people, could constitute a specific category. Nevertheless, the best evidence of non-discrimination is actually the absence of a list of potential victims of discrimination.

Positive wage discrimination in favour of women.

The temporary interruption of the professional career during maternity leads to structural pay gaps between men and women at the same level of work responsibility. This difference is not justified and should be filled in. Considering the demographic challenges in Europe and the crucial role of women in managerial positions, a positive wage discrimination in favour of women seems a reasonable measure.

Should women act as men to reach equality?

Women who succeed in a competitive environment dominated by men (enterprises, institutions, political parties, trade unions), they succeed in a contest where the game rules are set up exclusively by men. For this reason they have to behave like men, even to be better than men. This does not create particular problems, but it stimulates a reflection on how our society would look like, if women could perform their talent in a context where they have chosen the rules of the game by themselves. Europe has done a lot for gender equality and it still does. We hope that in the upcoming years women will have more power in setting up the rules of power. Maybe some delicate issues like environment protection, energy supplying and respect of human rights would be better tackled.

The concrete outcome of CEC conference in Stockholm: A Toolkit for Managers



This toolkit is the concrete outcome of the CEC conference on Diversity and Equal Opportunities held in Stockholm on June 7 and 8, 2007 and co-financed by the European Commission.

Through this booklet CEC gives you practical tools for managing diversity as well as useful information and links.

Are you ready to become an equal opportunities manager?

Go to: [http://www.cec-managers.org/download/toolkit%20 EN.pdf](http://www.cec-managers.org/download/toolkit%20EN.pdf)

The CEC conference in Stockholm in the European press

- “La Confederación Europea de Cuadros clausuró su cita de Estocolmo”, *El Mundo Financiero*, N. 580, 12/06/2007 ;
- “La Confederación Europea de Cuadros aborda la igualdad de géneros”, *El Semanal Digital*, 08/06/2007 ;
- “La longue marche vers l’égalité salariale hommes-femmes – Un problème à l’échelle de l’ensemble de l’Europe”, *La Tribune*, 14/08/2007.



The CEC conference “Better Performance through Diversity – Equal Opportunities as an Asset for Tomorrow’s Management” reported on the Halde (French High Authority against Discrimination) website.

<http://www.halde.fr/actualite-18/agenda-manifestations-39/europeenne-cadres-10545.html>

2.3. Next CEC conference in Toulouse (Airbus headquarters), 5-6 June 2008

"Managers' role in European Works Councils and other information, consultation and participatory bodies"

(Conference organised with the support of the European Commission)

"2008: European Year of Intercultural Dialogue"

For **CEC European Managers**, it makes sense to pay closer attention to the **European Works Councils (EWC)** during this European Year of intercultural dialogue. To highlight the presence and the role of managers in the EWCs is complementary to many quality seminars on the subject organized by other social partners such as ETUC or BUSINESSSEUROPE. To make the link between the economic performances of a company and the quality of its European social dialogue is both a sign of incentive for the enterprises that have performed successfully, as well as an encouragement for those on the way.

Setting up the **European company** should not diminish the workers' representation or affect the quality of social dialogue. Ensuring a fair representation of managers is the mission of CEC European Managers. To put forward relevant arguments on the subject is our goal.

To this extent, the link between **Corporate Social Responsibility (CSR)** and the work done in the EWCs becomes more evident. It increases awareness. Since the issues are global the best solutions might be the European ones.

2.4. Consultations, positions, negotiations of CEC in 2007/2008

2.4.1. Consultation on a possible statute for a European Private Company (EPC), October 2007

The CEC European Managers welcomes this consultation, launched by the Services of the Internal Market Directorate General, on a possible statute for a European Private Company. As a European social partner representing managers and executives, the chapter concerning "Social aspects – employees' involvement in the company's decision-making process (V)" is particularly relevant for CEC and raises the issue of managers' involvement in SMEs.

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

- The employees' involvement is crucial for the sustained growth of small and medium-sized enterprises (SMEs).
- Within this framework, the CEC thinks that the statute of the EPC should follow the same solution concerning the participation of the workers as the one applicable to the European company. It matters that the model of the SE inspires the other steps of the European private company statute.
- In particular, executives and managers assume essential duties which involve a high degree of responsibility, competence and professionalism in the management and implementation of the company's objectives.
- At the same time, managers can feel isolated in a small structure which has no employee representation bodies. They often have more responsibilities but less protection because they do not know their rights and who to turn to.
- Managers have specific needs, interests and contributions to make. This is why an independent representation is indispensable for them.
- In order to take into account this specificity, the CEC requires that a minimal standard on the participation of the executives, within the workers' representation body, be set in the future statute of the EPC.

2.4.2. Consultation of European Social Partners on Flexicurity, December 2007

In June 2007, the Commission presented the Communication "Towards Common Principles of Flexicurity: More and better jobs through flexibility and security", which provides the establishment of common principles of 'flexicurity' with the aim of modernising European labour markets and of addressing the opportunities and challenges of globalisation.

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

- CEC-European Managers agrees on the need for structural reforms to modernise European labour markets, in order to remain competitive in a global economy and to face the demographic changes.
- However, CEC stresses that the stability of the workers within the company and, especially of the managerial staff and technicians and engineers, is a guarantee of productivity and competitiveness. Uncontrolled flexibility can affect the employees' loyalty and hinder the transmission of knowledge and know-how, whereas those elements are crucial to build a performing and innovating European economy.
- The concept of flexicurity should be flexible itself and it is up to the Member States to build their own balanced approach, looking at the experiences in other countries and privileging the social dialogue.
- Flexicurity must not be considered only between two employers but also within the company, especially if it is a large group. It is then linked with the issue of mobility, of forward planning of job, of the working environment and of the strategic economic anticipation of the company.
- CEC strongly supports the joint analysis of the European social partners on the key challenges facing the European labour markets adopted in October 2007 and in particular the recommendations on flexicurity (http://ec.europa.eu/employment_social/social_dialogue/docs/cross_key_challenges.pdf).
- Employees must be involved in the process through their representatives. The specific role of managers, with regard to their skills and team leading positions, and their responsibility to conciliate flexibility, productivity and security, has to be recognized.
- CEC welcomes and supports the European Parliament's call for a more balanced set of flexicurity principles, based on quality employment in its report adopted on November 29, 2007.

2.4.3. Consultation of European Social Partners on the review of Directive 2001/86/EC supplementing the Statute for a European Company with regard to the involvement of employees, January 2008

CEC supports the idea of linking the constitution of a SE to the negotiation on the participation of employees. This aspect represents the major contribution of Social Dialogue at enterprise level to the founding of a European Social Model.

CEC welcomes the proposals for an extended definition of "participation". The creation of committees in administrative or supervisory organs is a necessity in CEC's opinion. However, the introduction of committees should not diminish the responsibility of the supervisory board as a whole.

A perfect knowledge and communication flow between the sub-committees and the main committee has to be guaranteed.

Furthermore, the harmonisation of the two directives (2001/86/EC and 2005/56/EC) in relation to the participation possibility is welcomed.

CEC considers the legitimacy base for the negotiators (ultimately responsible for the agreements on the involvement and participation of employees) as insufficient.

CEC regrets that the current directive does not adequately reflect the plurality of employees and that minority rights are by and large neglected. Therefore, it asks for a better protection of minorities such as the managerial staff and their specific interests.

In the meanwhile, the representation of managers is not made clear in the Directive. As it is matter of a minority, this group of employees is not represented enough at national level, so that even the representation at European level becomes more difficult. Only representative structures such as CEC European Managers could be allowed to represent this category of workers across the different Member States.

2.4.4. CEC Replies and comments to the Bureau of European Policy Advisers analysis on "Europe's Social Reality - a Stocktaking", February 2008

CEC views the Study on "Social Reality" as the beginning of a discussion on whether the EU's Social (Policy) Agenda should be placed on a substantially broader basis.

CEC concludes that the Commission apparently considers including new political fields in its political agenda, especially in the field of social policy.

For CEC, the Lisbon process that has been the defining element of EU policy in the past years is built on three "pillars":

- 1) innovation as a driving factor in economic growth,
- 2) the transition to a knowledge society,
- 3) the need for social cohesion and environmental renewal.

CEC is convinced that the political instruments that have been developed under the Lisbon strategy (the European Employment Strategy, the Open Method of Coordination etc.) have set up a well-functioning and sufficiently stringent system of policy coordination. These instruments ensure political progress in each of the three "pillars".

Therefore, CEC currently does not see a need for a much broader-based political approach in dealing with social policy issues at the community level. Rather, CEC fears that overstretching the agenda in the field of social policy might ultimately hamper the efficiency of the existing policies.

In CEC's understanding of a European Social model, the EU - but also the social partners - can legitimately play an important role in reaching social policy goals such as:

- improving working conditions;
- enhancing equal opportunities;
- securing universal social protection and inclusion.

Many of these policy goals are being adequately addressed in the Study on "Social Reality".

Other subjects however, go much further, for instance the chapters referring to "The citizen as a consumer", "The impact of mass affluence", "The trend to individualisation".

Employee organisations such as CEC are undoubtedly affected by some of these developments, in particular the trend to individualisation, as it is the case of the political system as the whole.

However, CEC does not see an urgent need for new political instruments in order to manage social "megatrends" at the EU-level.

CEC also doubts whether the concept of "Social Reality" itself really is a useful political category. It might be too shapeless and nondescript to allow for coherent policies.

CEC strongly recommends that the focus of EU's social policy remains on issues that are clearly related to labour market issues, working conditions and social protection and inclusion.

As mentioned above, the CEC is convinced that the Lisbon Process, the European Employment Strategy and the Open Method of Coordination (and related policy instruments) have set up a functioning framework of policy coordination.

Full position and detailed answers to the questions available on:

http://www.cec-managers.org/download/CEC_position_socialreality_2008_EN.pdf

2.4.5. Consultation on the revision of Directive 94/45 EC on European Works Councils, April 2008

SAFEGUARDING THE PROPER REPRESENTATION OF MANAGERS AND EXECUTIVES

For the CEC, a consolidation of the European Works Council role can only take place if executives and managers are adequately represented within it.

The Directive of September 22nd, 1994 was aware of the need and interest to represent all categories of employees: indeed, the 16th whereas of its preamble expressed the wish for the different categories of employees to be represented in a balanced way. Hence it recognized the legitimate right of executives to enjoying wider and stronger representation in those bodies in charge of social dialogue.

Moreover, the Gil Roblès resolution from June 18th, 1993 demonstrated that in many European countries the notion of “executives” is organised around issues like liability, autonomy and power.

More recently, the European Economic and Social Committee (EESC) in its own-initiative opinion (SOC/220) on *European Works Councils: a new role in promoting European integration* recommends the “*participation in EWCs by all categories of employees, including executives and professional and managerial staff*” (Paragraph 7.2 letter I).

For CEC, a specific representation of executives and managers is necessary for the following reasons:

First of all, in all EU countries, we see a reduction in the number of unskilled jobs being replaced by skilled jobs occupied by executives and managers.

Then, executives are a population that is more concerned by professional mobility within the EU, which makes them more sensitive to the European dimension of things.

In a developed, knowledge-based economy, which requires increasing skills for its employees, it is essential to recognise that the principle of pluralism must also apply to employees and workers representation.

Finally, management, organisation and administration functions executives are in charge of allow them to have a better understanding of the issues, challenges and evolutions of the company and to be quality partners for management as they are more able to make proposals than others and to defend the interests of all employees because they have a general vision of the issues.

Full position available on:
<http://www.cec-managers.org>

2.5. CEC European Task Force

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:

CEC European Works Council Database:

- A questionnaire has been sent to CEC member organisations to review their presence and activities in companies where a EWC or other workers' representation bodies are installed. This survey aims at providing a map of managers' presence in European Works Councils across Europe. The information collected will help guiding the debates during the Toulouse conference on this topic and will be used for the creation of an online database centralising information, good practices and agreements signed by managers' organisations affiliated to CEC.

European Managers Dialogue:

- European Managers Dialogue (EMD) is a project that aims at negotiating a voluntary agreement between the central management of large European companies and the middle management of all sites of the company, represented by the CEC. The objective is to create European wide communication between the two parties in order to stimulate a constructive and open work environment that permits best performance of the managers and gives them direct access to information and consultation. EMD's perspective is to involve managers better in the strategic development of the company and thus increase motivation and job-appreciation.

European survey on managers:

- 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 European overview on some topics (for example mobility, gender, etc...).

2.6. CEC Managers' Network

European managers are now in contact through CEC Managers Network!

Who? The Network is open to all managers in Europe and beyond.

Why? In today's global economy, managers cannot stay isolated.

The Network is the only platform of mutual exchange for managers.

Managers can develop a personal and professional network and exchange information on their sector, company, country, etc.

The network is also particularly helpful for managers wishing to work abroad. Moreover, this tool can reinforce the representation of managers in European Works Councils and other representative bodies.

What do we offer?

You will have a free access to a database of contacts all over Europe and beyond (search by name, company, country or area of activity).

You will receive CEC newsletter automatically. You can exchange opinions on topics of inter-

est for managers in the different forums.

How?

It is very easy to register, you just have to fill in your contact data at www.cec-managers.org and you will receive a personal password.

Privacy: You decide yourself if you want to answer requests from other managers. Establishing contacts to other managers will be carried out through the system. Your e-mail addresses will not be communicated to other users.

In a click you can also recommend the network to colleagues and friends. Such in a way the network will grow more quickly.

The success of CEC Managers Network will depend on managers' participation.

Test it now and make it known!

Join CEC Managers Network now:

<http://www.cec-managers.info/english/managers-network.php>

2.6. CEC Managers' Network

Link :

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



2.7. 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: ROLE AND FUNCTIONING OF CEC

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.

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

CEC Office team in Brussels

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Ms Rosita Scanferla

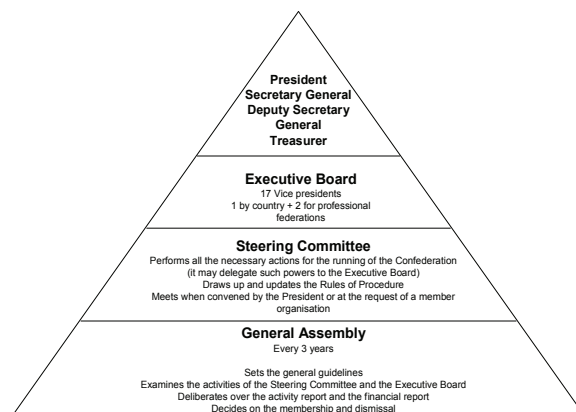
office@cec-managers.org

Secretariat

Mrs Georgette Ould

ould@cec-managers.org

CEC Structure



CEC office at the heart of the European District

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.

ANNEXE II: 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 EUROCADERES/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 dialogue, 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

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

December 2006

CEC position on the consultation of European Social partners on reconciliation of professional, private and family life

March 2007

CEC position on the consultation on the Green Paper “Modernising labour law to meet the challenges of the 21st century”

ANNEXE V: 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”**
- Vienna, 5 May 2006: **“Enhancing Managers’ Mobility and Employability – Towards a Genuine European Labour Market”**

ANNEXE VI: CEC MEMBER ORGANISATIONS

CEC NATIONAL MEMBER ORGANISATIONS

CCP - Confederación de Cuadros y Profesionales (Spain)
Calle Vallehermoso 78 - 2a planta - E - 28015 MADRID
Tel.: 34/91.534.83.62 - 534.66.72 - Fax: 34/91.534.05.14
E-mail: confcuadros@confcuadros.com
www.confcuadros.com



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
E-mail: cnc.nck@skynet.be
www.cnc-nck.be



CROMA - Hrvatsko Udruzenje Menadzera i Poduzetnika (Croatia)
(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
www.croma.hr



CUQ - Confederazione Unitaria Quadri (Italy)
Via XX Settembre 58 - 10121 TORINO
Tel./ fax 39/011.56.12.042
E-mail: confquadri@tin.it



ACEO (EASE) - Association of Chief Executive Officers (Greece)
24, Fleming str. - Greece - 15123 N. Filothei, MAROUSSI
Tel.: 30/210.68.94.323/4 - Fax: 30/210.68.31.748
E-mail: secc@ease.gr / aceo@ease.gr
www.ease.gr



KADRA - Porozumienie Związków Zawodowych (Poland)
Ul. Obroki 77 - Poland - 40-833 KATOWICE
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www.kadra.org.pl



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www.ledarna.se



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Tel.: 47/22.54.51.50 - Fax: 47/22.55.65.48
E-mail: jan.olav.brekke@lederne.no
www.lederne.no



LH - Ledernes Hovedorganisation (Denmark)
Vermlandsgade 67 - DK - 2300 KOBENHAVN - S
Tel.: 45/32.83.32.83 - Fax: 45/32.83.32.84
E-mail: lh@lederne.dk
www.lederne.dk



MAS - Managers' Association of Slovenia (Zdruzenje Manager) (Slovenia)
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)
c/o BACM/TEAM - 17 South Parade - UK-Doncaster DN1 2DR
Tel.: 44/208.462.77.55 - Fax: 44/208.315.82.34
E-mail: info@mpa-online.org.uk
www.mpa-online.org.uk



SNQTB - Sindicato Nacional dos Quadros e Tecnicos Bancarios (Portugal)
Av. Miguel Bombarda 56, 2.ª, 3.ª Esq. - Portugal - 1069-175 LISBOA
Tel.: 351/213 581 800 - Fax: 351/213.581.809
E-mail: gre@snqtb.pt
www.snqtb.pt



ULA - Deutscher Führungskräfteverband (Germany)
Kaiserdamm 31 - D - 14057 BERLIN
Tel.: 49/0 30.30.69.630 - Fax: 49/0 30.30.69.63.13
E-mail: info@ula.de
www.ula.de



WdF - Wirtschaftsforum der Führungskräfte (Austria)
Lothringerstrasse 12 - A - 1031 WIEN
Tel.: 43/17.12.65.10 - Fax: 43/17.11.35.29.12
E-mail: office@wdf.at
www.wdf.at



EUROPEAN PROFESSIONAL FEDERATIONS MEMBER OF CEC

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
Tel.: 33/1.55.07.87.60 - Fax: 33/1.49.95.98.28
E-mail: asso.euro.cadres@cgc-assurance.com
www.cgc-assurance.com



eTIC_cec - Federation of Information technologies,
Communication & media and Telecommunications
Fédération des Technologies de l'Information,
de la Communication & médias et Télécommunications
35, rue du Faubourg Poissonnière - F - 75009 PARIS
Tel.: 33/1.55.33.49.52 - Fax: 33/1.55.33.49.69
E-mail: eticcec@online.fr
www.etic-managers.eu



FECC - Fédération Européenne des Cadres de la Construction
European Federation of Managers in the Construction Industry
15, rue de Londres - F - 75009 PARIS
Tel.: 33/1.55.31.76.76 - Fax: 33/1.55.31.76.33
E-mail: contact@cqcbtp.com



FECCIA - Fédération Européenne des Cadres de la Chimie et des Industries Annexes
European Federation of Managers in the Chemical Industry
56, rue des Batignolles - F - 75017 PARIS
Tel.: 33/1.422.828.05 - Fax: 33/1.422.812.99
E-mail: vincent@feccia.org - www.feccia.org



FECEC - Fédération Européenne des Cadres des Etablissements Bancaires
European Federation of Managers in the Banking Sector
2, rue Scandicci - F - 93500 PANTIN
Tel.: 33/1.40.58.10.10.63 - Fax: 33/1.40.58.10.10.51
E-mail: carlo.zappatori@alice.it



FECECER - Fédération Européenne des Cadres de l'Energie et de la Recherche
European Federation of Managers in the Energy Production Industry
5, rue de la Rochefoucauld - F - 75009 PARIS
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FEDEM - Fédération Européenne de l'Encadrement de la Métallurgie
European Federation of Managers in the Steel Industry
Felsbergerstr. 22 - D - 66798 WALLERFANGEN
Tel.: 49/68.31.47.29.81 - Fax: 49/68.31.47.32.24



FEPEIDICA - 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
59-63, rue du Rocher - F - 75008 PARIS
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FICT - Fédération Internationale des Cadres des Transports
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MSZ - Menedzserek Országos Szövetsége (National Managers Association in Hungary) (Hungary)
Kuny Domokos utca 13-15
1012 BUDAPEST
Tel.: 361/225.87.91 - Fax: 361/225.87.92
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SAM - Serbian Association of Managers (Serbia)
Kumodraška 241 - 11000 Beograd
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ESHA - European School Heads Association
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