



The Voice of European Managers

www.cec-managers.org

ACTIVITY REPORT 2018 – 2021

The Activity Report 2018 - 2021
covers CEC European Managers' activities from May 2018 to May 2021.

Published: May 2021

CEC European Managers
Rue de la Loi 81a, 1040 Brussels
Belgium

Telephone: +32 2 420 10 51
Email: info@cec-managers.org



CONTACT

CEC European Managers
The voice of European Managers
www.cec-managers.org

Head of Office

Matteo Matarazzo
+32 2 420 10 51
matarazzo@cec-managers.org

Policy and Communication Officer

Jean-Philippe Steeger
+32 2 420 08 23
steeger@cec-managers.org

Administration Officer

Georgette Ould
+32 2 420 10 51
ould@cec-managers.org

CONTENT

1	Foreword	02
2	Our Activities	
2.1	Sustainable Leadership: bridging the gap of the EU Green Deal	06
2.2	Our positions	10
2.3	Our publications and reports	16
2.4	Our events	20
2.5	Our representation work	22
2.6	Other EU projects	27
3	Our Internal Structure	28

Foreword

Ludger Ramme, President

This is my last editorial in my current function. It has been an honour and a tremendous achievement to be able to serve CEC European Managers for 25 years in different functions. I was elected to the board of officers for the first time in 1996 in Copenhagen, Denmark. As Deputy Secretary General, I had the privilege of serving under the presidency of Maurizio Angelo, CIDA (Italy) for nine years. After that, I had the privilege of completing the team of the first woman president of CEC, Annika Elias, Ledarna (Sweden), again as Deputy Secretary General. Finally, I was elected president of CEC in Lisbon six years ago. I am the first German to have had the honour of being the top representative for almost one million managers from 16 EU countries.

This has made me very proud and I consider myself lucky to have had so much support and goodwill not only from my fellow board members, but also in general from the CEC member organisations and the people active as members and employees. I would like to thank so many faithful supporters and even more friends throughout these years and thank ULA for giving me the opportunity to get involved in CEC.

Giving managers a voice in Europe has always been a fulfilling task for me. I will not disappear from CEC in the coming years. I will continue to work in ULA in Germany and most probably be mandated to keep the cooperation with CEC fruitful and alive. It will be my pleasure to support the next team of officers and I will remain available with my experience and advice whenever it is desired.



The past two years have been overshadowed by an unimaginable global crisis. Although Europe is quite slow to tackle the challenges of quick vaccination and fast economic recovery, we have seen that Europe has stood together during this health crisis. Our governments may not have done everything right, but they have mainly given the priority to come to terms in a European concertation. And that is a fairly big step forward. CEC has finally been able to establish new statutes, which will increase our ability to act faster and have less useless discussions. With the help of digitalisation, we will continue to work together in a good mix of physical presence and digital cooperation.

I am looking forward to the second part of our congress in October, which hopefully will take place as the first in-person meeting after such a long time. We all want to see each other again and give each other a hug. Managers will be an important group when we start to rebuild Europe after the health crisis. Our CEC voice will be needed more than ever!

Foreword

Maxime Legrand, Secretary General

CEC is a great organisation, and I have been proud to serve as its Secretary General since 2018. My first observation is that the European and Brussels spheres are very different from national environments. At the same time, it is such an interesting world, a crossroad of cultures where we understand more than elsewhere our differences, wealth and challenges, both internally and internationally.

More concretely, to what has made our daily lives over the last three years, I would say that I am satisfied to have been able to assert the very special position of our organisation within the European social dialogue. It has been a matter of defending the position acquired by our predecessors, putting forward our positions and influencing the debates so that they favour a world of work that reconciles respect for people and economic performance. Today, I have a clear vision of this European social dialogue, its strengths and weaknesses. It is a permanent struggle, but it is crucial to do it, as our demands are specific, pragmatic and non-dogmatic.

During this mandate, I have also been proud to help promote the specificity of professional and managerial staff, what it means to be a manager in Europe. Here, I mean the work on the Gil-Robles resolution and the success of the meeting held at the European Parliament. As soon as it is possible, this work and type of event should be relaunched.

It has also been a pleasure to meet regularly with representatives of the European Commission in order to promote our organisation and highlight its work.



The work carried out for our responses to the European consultations has also been very enriching. Although it is sometimes a delicate exercise, it is also very gratifying to be able to build a shared position. In this case, we can see how far we still have to go so that CEC can express its positions even more forcefully in the future.

Because this is the aim of our organisation: to produce positions and a body of ideas, for social dialogue of course, but also and above all to guide managers in their daily work. For example, the investment of the Officers, the CEC staff and the experts from member organisations mobilised in the work groups on digitalisation, gender equality and sustainable management.

We must also mention the work on modifying our statutes. They should enable us to grow our organisation and provide a better service to our member organisations and their affiliates. This should be reflected in giving greater prominence to each of our organisations, their leaders, their good practices and their initiatives.

Since Europe still has many challenges to face, I want to continue to commit myself to CEC so that it can benefit from my experience and groundwork. To contribute preparing for a future that, I hope, will put European managers in the spotlight.

Foreword

Ebba Öhlund, Deputy Secretary General

I have been part of the CEC bodies since 2013 and part of the executive team since 2018. It is important to cooperate with sister organisations around Europe, with a focus on the value of good leadership.

Over the last year and a half, the health crisis has challenged leadership in various areas all over Europe. Together we have managed to meet the new requirements for managers through adjustment, flexibility and cooperation. CEC found new ways for our members to meet and share their experience on the situation, including holding a digital General Assembly. Democracy was not weakened due to the health crisis, it was actually strengthened.

Without skilled and committed managers, the changes needed to move toward an economy in line with planetary boundaries are likely to fail. European managers play an important role in the work towards a green transition, and CEC's work with sustainability is an important step in this direction. Our members have shown a great interest, and this important effort will continue in different forms.

In 2019 CEC arranged a training programme for European managers. Participating managers learned more about the social dialogue, EU policies in the domains of employment and social affairs, climate policies and EU institutions. The training was appreciated by its participants, and I hope that in the future we will be able to offer the programme on a regular basis. It is also a good opportunity for managers to build European networks.



Since its foundation, CEC has been campaigning for gender balance at all levels of society as well as on the labour market, including in decision-making positions at companies. During this period, I am proud to have had the opportunity to work with a group of skilled and experienced managers and colleagues from our member organisations, as our work resulted in a position paper entitled "Mainstreaming gender equality in European leadership".

It might be more important than ever to see a strong and united Europe, with CEC playing an important role in this development.

Many thanks to our skilled and dedicated staff, and thanks to my officer colleagues.

Foreword

Luigi Caprioglio, Treasurer

I started engaging in CEC in 2010, as member of the former Steering Committee and participating in the task forces representing CIDA. In 2012 I was elected Secretary General, and after two mandates, I became Treasurer. As I now step down from my role within the Executive Board, I feel the need to point out a few things:

- I am proud to have been part of an important European organisation, sharing interesting experiences, dealing with different cultures and working with trustworthy colleagues who have now become friends.
- Most members' association representatives supported the activity of the Executive Committee in order to guarantee our visibility and role in the Social Dialogue, especially when CEC promoted typical features of our category, like competences, managerial skills, development projects, position papers, trainings, etc. From a dimensional point of view, we might be a minor organisation, but we are second to none in quality.
- We have been able to develop our communication activities, being present at all levels and closer to our members' associations.
- After several attempts over the years, we finally reached the goal of updating and modernising our statutes. Let us remember that in addition to ensuring our democratic fundamentals, statutory rules must make it easier for us to deliver on our goals (e.g. projects, initiatives, events, relations) and not serve as a tool for arguing about how to move forward. Sadly, sometimes, we have faced a lack of managerial approach, even if it came from a minority. Much support was given by organisations that are not only legitimate unions, but also associations promoting management.



- Finally, despite several crises and negative events, we succeeded in allocating and using our few financial resources in connection with a cost-saving policy, so that we never spent more than the amount collected. We always had positive financial results and now we leave behind a strong financial situation without any debt to the upcoming team.

To be honest, I am not so sure to be able to interpret the needs of the new and young generation of managers, even if I am still working at a high level in the frontline of business. We need much more involvement from our member associations, supporting our Executive Board with stronger cooperation and ideas. One recent catchphrase says that "nothing will ever be the same again". That is completely true and our common CEC has to find new ways of representing managers, leaving out old styles and rites, focusing on their real needs and development at all levels. Many thanks to all my officer colleagues during these years and a huge thanks to our skilled, flexible and reliable staff.

CEC is a small organisation full of intellectual resources. The future has no limits. I will try as much as possible to still be close to CEC and support it.

Come on CEC, full speed ahead!

2 Our Activities



21 Sustainable Leadership:

Bridging the gap of the EU Green Deal

Since its foundation in 1951, CEC European Managers has always advocated for the highest standards in management and leadership. As the world faces a climate emergency, growing social inequality and economic turmoil, leadership has to adapt to a new context.

This is why on the basis of the highest professional leadership and management standards, CEC European Managers has made Sustainable Leadership its top priority since 2018. With the publication of its Sustainable Leadership guidelines and launch of its Sustainable Leadership Project including a large-scale survey, CEC has managed to position itself as a leading voice in the European sustainability landscape.

Pioneering Sustainable Leadership

Published in 2018, the Sustainable Leadership guidelines have made it clear that sustainability has a profoundly human dimension. It is through personalised leadership and concrete practices in companies and public administration that sustainable change can happen. You can read more about the guidelines in the Our publications and reports section of this document.

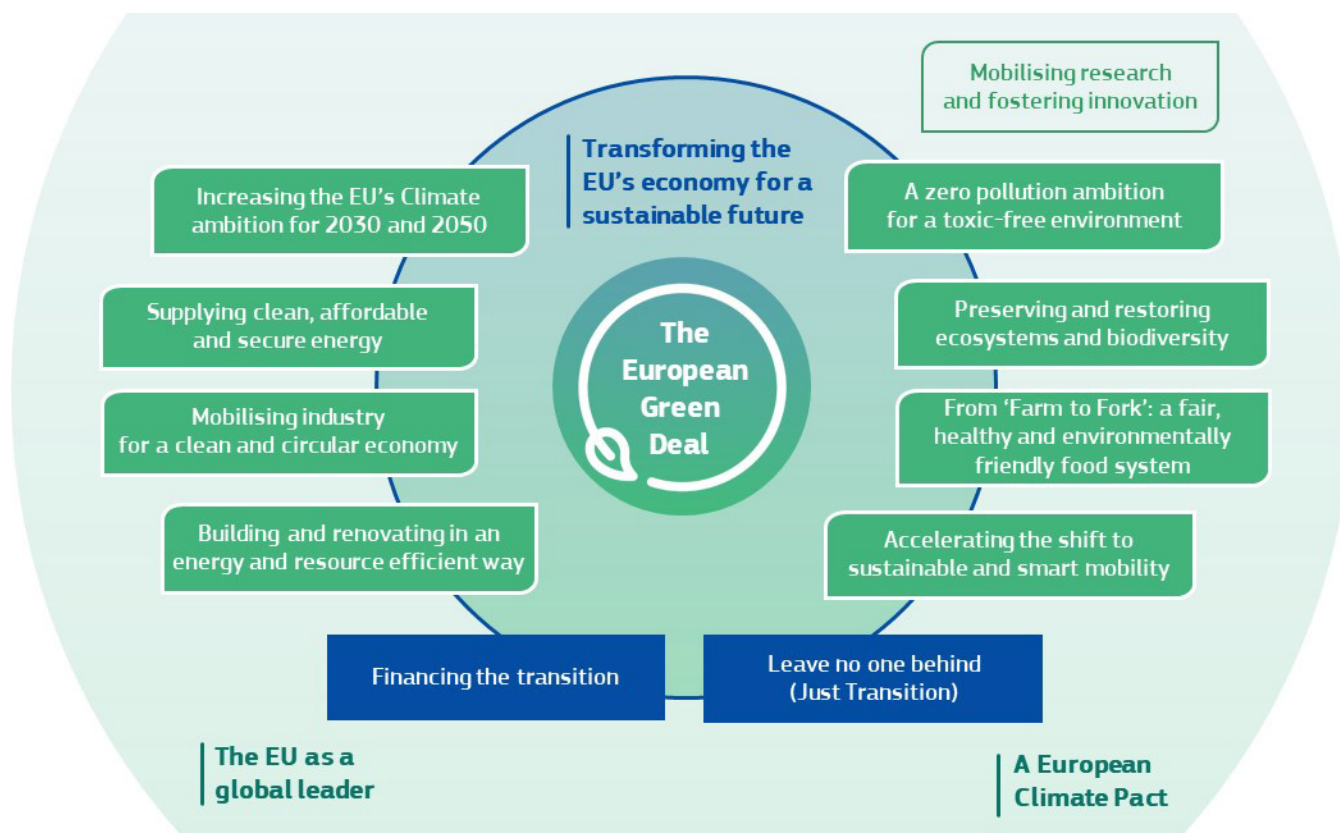
The EU Green Deal: A historic opportunity

At the end of 2019, just before the health crisis, the new European Commission presented the new green growth strategy for Europe, the EU Green Deal.

The EU Green Deal is a way to ensure the European economy is prepared to mitigate and adapt to climate change and other challenges, including risks stemming from economically unsustainable business models. The launch has been followed by a series of sectoral policies, platforms and other measures. Among many others, they include the Sustainable Finance agenda, a Farm to Fork strategy and measures to protect rapidly shrinking biodiversity.

CEC expressed its disappointment with regards to the investment announcements in the framework of the EU Green Deal. High per capita emissions, global value chains and potential economic opportunities require the EU as the world's largest economic bloc to assume sustainable leadership and invest more. CEC stated that the new package should ensure that European SMEs and local governments can access these funds and provide fund managers with the necessary sustainability skills.

The pillars of the European Green Deal presented by the European Commission in December 2019



Sustainable Leadership:

The human factor of the transition

As outlined on many occasions and confirmed by study on Sustainable Leadership in Europe, the transition towards a fair and green economy requires a strong leadership dimension.

It is not enough to drive incremental change over the years. Unlike ever before, managers operate in a Volatile, Uncertain, Complex and Ambiguous environment. This VUCA environment, common to both sustainability and digitalisation, requires a different set of skills and another mindset. It is therefore about rethinking what leadership is about in the face of systemic challenges.

Fact box:

91%

of managers say sustainability is important (Sustainable Leadership in Europe 2020)

80%

of EU habitats are in poor or bad condition (EU Environment Agency 2020)

79%

of managers express concerns about work-related stress (European Survey Of Enterprises On New And Emerging Risks, 2010)

43%

of managers share sustainable values (Sustainable Leadership in Europe 2020)

17%

of managers have received sustainability training (European Managers' Panel 2019)

In short, we know why we have to change, we also know what we have to change, but we know very little about how we have to change

Against that background, CEC has sought to understand how prepared managers are for this transition towards a sustainable economy before designing a transition methodology to help them, also through social dialogue, delivering on these challenges.

With the launch of the Sustainable Leadership for a Fair and Green Transition project in early 2020, funded by the European Commission's DG Employment, CEC has been the first to analyse this leadership gap in Europe.



**SUSTAINABLE
LEADERS**
Sustainable Leadership For A World In Transition

The project builds on a strong network of national and European organisations, including the project partners Lederne (Denmark), ULA (Germany), MAS (Slovenia), Eurocadres (EU) and CESI (EU). Together, they represent 7 million managers in Europe.

Structured around a study and a series of training seminars, the project will tackle the question of how managerial trade unions and associations can contribute to mainstreaming sustainable leadership through social dialogue.

Study on transition gaps: Sustainable Leadership in Europe report

Conducted by Professor Andrea Pastore (Sapienza University Rome), the Sustainable Leadership in Europe study has indeed revealed large gaps between the ambition of the EU Green Deal and the management reality on the ground. These gaps concern values, skills, behaviours and knowledge. The report is available [here](#).



Re-envisioning social dialogue to shape sustainable employment

Social dialogue is highly relevant considering the need to create new kinds of jobs beyond existing green jobs, requiring people for the transition who can innovate in order to create sustainable employment. In this respect, managers are responsible for providing learning opportunities to employees, besides granting decent working conditions and protecting health and safety at the workplace.

However, managers face many obstacles to making their organisations more sustainable. Part of the solution to help them consists in involving more stakeholder systems and structured dialogues. Social dialogue has shown that it can boost both economic and social performance of businesses, and it makes sense to incorporate the environmental dimension as a third pillar as well.



Leveraging change strategically

Based on the representative findings of a survey among 1500 manager in six EU countries, CEC and its project partners have prototyped a new evidence-based leadership model and a customised training programme to help European managers transition to new standards of management practice, aligned with the EU Green Deal, the SDGs and the Paris Agreement.

Running until September 2021, the pilot training programme will eventually serve as a model for further initiatives to equip training providers and social partners with a methodology to upskill managers in a train-the-trainer approach on sustainability.

This can help leverage large-scale changes also through partnerships and alliances.

2.2 Our positions



Highlights

The future of gender equality

Ahead of the European elections, a discussion was launched in the spring of 2019 about the challenges and priorities for the EU strategy on gender equality for the future. In this context, CEC could voice the need for a fairer participation of women at the decision-making level in all economic sectors.

A framework for minimum wage at EU level

One of the cornerstones of the employment and social affairs agenda of the European Commission, this topic has been intensely debated among EU countries and various social partners. CEC has taken part in this discussion, highlighting the need to ensure decent pay for everyone while respecting national specificities, traditions and prerogatives.

Efficient law-making in social policy

Exchange of views with social partners , October 2018

To deliver on the European Pillar of Social Rights and develop the EU's social acquis in times of stagnating convergence, CEC European Managers supports in favour of using the passerelle clauses of Article 48(7) TEU to shift to qualified majority voting in social affairs.

However, the principles of non-regression and adequacy should guide policy-making within such a modified framework. Furthermore, new initiatives should be based on carefully respecting the principle of subsidiarity and distribution of competences.

Equal Pay

Open consultation, April 2019

To better frame the concrete implications of the gender pay gap, the European Commission launched an open consultation in May 2019 on the evaluation of the directive setting the principle of 'equal pay'. In its response, drafted with the support of the Working Group on Gender Equality, CEC stressed the importance of increasing awareness of the legal remedy instruments available to ensure the fair implementation of the principle.

The Future of Gender Equality

Open consultation, June 2019

Ahead of the European elections, a discussion was launched in the spring of 2019 about the challenges and priorities for the EU strategy on gender equality for the future. In this context, while expressing its views on the general observations raised by the European Commission in the different dimensions of gender equality (from the contrast to violence to education, from equal opportunities in the employment and at economic level to contrasting stereotypes), CEC could voice the need for a fairer participation of women at the decision-making level in all economic sectors.

More specifically, CEC pointed out how the real problem with women present in managerial positions lies in the 'central' area of middle managers, where an increase in figures would achieve a more 'systemic' effect.



EU Skills' agenda

Social partners' consultation, January 2020

In its contribution, CEC highlighted the need to provide workers and managers with the right skills required by the green and social transition, also in the framework of the new EU Green Deal. Since skills are the backbone of our economy, we need to invest in them at all levels.

Driving our economies and societies through these turbulent, rapidly changing times towards a sustainable growth path requires a new awareness of the role managers have in this transition and their specific needs in terms of sustainability skills in order to help them contribute in delivering on the main priorities of the EU.

Addressing the challenges related to fair minimum wages

Social partners' consultation, February and September 2020

In her political guidelines, President von der Leyen announced her intention to present “a legal instrument to ensure that every worker in our Union has a fair minimum wage”. The debate about creating an EU framework for common rules and homogeneous conditions for minimum wages has been particularly intense among social partners and between countries, as it closely touched on areas of the labour and employment legislation and practice that are very specific to each country and domestic tradition.

In its contribution to the consultation process, CEC pointed out the necessity to tackle the phenomenon of ‘in-work poverty’ and ensure fair and adequate remuneration for work in a way that is coherent with the basic principles of the European social model. Furthermore, CEC highlighted the beneficial effects that a robust wage dynamics can have on consumption and other macro-economic indicators. However, when reflecting about how these objectives should be achieved, CEC stressed the importance of respecting the prerogatives and specificities of each country in defining its domestic wage policy and insisted on the pivotal role that collective bargaining must play in this process. Such respect would be essential to make sure that the controversy raised around the topic would overshadow the importance of the underlying societal challenge, creating further tensions in a particularly delicate moment for EU economies and societies.

Gender pay transparency

Targeted social partners' consultation, May 2020 & dedicated hearing, July 2020



Gender equality is a topic of major interest for CEC, which has been campaigning for a higher presence of women in managerial positions within companies for many years.

The pay gap is one of the many aspects of gender inequality, and initiatives aimed at reducing it by increasing transparency of pay levels and recruitment policies of companies are welcome (although not resolute of the underlying issues, such as the origins of such pay disparity).

However, when designing such initiatives, particular attention must be given in the first place to their potential implications in terms of administrative burden, as to not create overly complicated mechanisms that would increase managers' responsibilities. Additionally, provisions concerning transparency on pay levels must respect the privacy of individuals, and disclosure mechanisms that imply a comparison with specific and clearly identifiable individuals should not be allowed.

EU Pact for Skills

Stakeholders' survey,
September 2020

In a fast-changing world, where uncertainty and volatility are high, allowing for continuous re-skilling and upskilling is vital to ensure the ability of our economies and societies (and those who operate in them) to seize all opportunities change offers.

As the skills required for managing the twin sustainability and digital transition are still emerging, CEC insisted on the fundamental role that investing in future-proof 'meta-skills', such as 'greening the job' can have to help shape future business development scenarios. Such attention should be coupled with a specific focus on new skills' intelligence tools, based on a back-casting approach.

Implementation of the EU Pillar of Social Rights

Open consultation, November 2020

Following up on the ambition of the previous Commission to have the EU Pillar as the "compass for a renewed social convergence in the European Union", President von der Leyen committed to presenting a roadmap for the implementation of the Pillar, identifying the initiatives and the level at which these should be adopted in the following years.

Following a consideration focused on the need to respect subsidiarity, CEC has expressed its support for an action plan that values and respects the EU's multi-layer specificity, by involving all concerned decision-making levels.

Sustainable Corporate Governance

Social partners' consultation,
March 2021

In its reply to the European Commission's consultation, CEC underlines the urgent need to not only create legal and fiscal incentives, but also to support a future-fit leadership culture and practice. The transition to a net-zero economy requires excellence in European leadership fostered through training, experimental sandboxes as well as awareness-raising.

To ensure a sustainable EU economy, managers have to become an active part of the solution towards greener and fairer business models. Otherwise, the legislative obligations will become yet another box-ticking exercise that misses the opportunity for transformational change of EU industry.

Platform workers

Social partners' consultation,
April 2021

Platform economy could unleash great potential, if aligned to the European Pillar of Social rights, the EU Green Deal objectives and fair taxation principles. Today however, the rapid and imprecise development of platforms causes challenges for some of the features of the European social model.

To avoid this, it is crucial to develop the platform economy within a stakeholder approach, and the participation of social partners at all levels seems crucial. Furthermore, the issue of platform work is part of the wider debate about how to ensure fair working conditions in the context of the future of work, and touches on aspects that are relevant in other societal domains—from artificial intelligence to the skills development, from company responsibility to the funding of our welfare systems.



European managers' view on current affairs



The past three years have been full of major political developments, in Europe and worldwide. From Brexit to the entry into force of a new European Commission, from the rising tensions on global trade flows to the health crisis, the list could be much longer. For each of these topics, CEC has expressed its view, based on the values and specificities of the people it represents: responsibility and leadership, competence, realism, dialogue and strategic thinking.

Trade tensions between the EU and the US

European managers highlight the value of international trade to stimulate innovation, create jobs and improve well-being. Only by cooperating, learning from each other and competing fairly can trade partners mutually benefit from the discussions. As it is at a company, trust and a positive vision are needed to move forward.

Brexit

Throughout all the different phases of the Brexit saga, CEC called for responsibility of decision-makers from both sides of the Channel; a pragmatic, non-ideological approach to negotiation and the importance of a balanced analysis of all the different dossiers at stake; the need to think about building the grounds of a fair and mutually respectful new relationship, based on safeguarding individual rights.

The EU elections and the launch of a new EU Commission

The results of the EU elections in 2019 showed the hold of pro-EU forces, while calling EU institutions to deliver on citizens' demands to curb populist voices further and prepare our continent for future challenges. On several occasions, CEC welcomed the main orientations of the Von der Leyen Commission, stressing the necessity to involve managers in every step of the implementation of the envisaged policy responses.

The health crisis

Confronted with an unforeseeable health emergency and after some initial hesitation, the European Union managed to guarantee the hold of its institutional fabric and the delivery of its essential functions, providing support to citizens and the economy. However, the emergency has also highlighted some weaknesses in the functioning of the EU, and the need for a true participatory approach. Boldness will be required to identify the right way to sustainably support the economic recovery. As for shaping the tools that allow for this recovery, listening to the voice of managers will be fundamental.

2.3 Our publications and reports

Guidelines Managing the Digital Transformation

smartly
securely
sustainably



Highlights

Guidelines on sustainable leadership

To succeed the sustainable transition of our economies and societies, it is necessary to answer the questions of what needs to change with the question of how to ensure this change.

Since managers are pivotal in identifying the right strategies to act the sustainability transformation, a set of guidelines for sustainable leadership was developed to identify key principles and skills for professionals, managers and executives in order to assume their function as bridge builders, facilitators and actors for sustainable development.

Leadership in times of Coronavirus

In the middle of the health crisis hitting Europe in the spring of 2020, CEC published a report that provides an overview of the different measures adopted at EU level to mitigate the effects of the crisis.

The report also included the results of a survey conducted among 700 European managers, on the impact of the crisis on their professional and private lives and what measures would be expected from national authorities to ensure a sustainable recovery.

Management in the Digital Era June 2018

The results of the fourth edition of the European Managers' Panel, conducted among 1400 panellists across the continent, show that most digital technologies have left their niche existence. When it comes to how they are put in practice, progress has to be made in the way leadership is applied for their implementation.

Only then can productivity gains and better working conditions be achieved, among others. The digital working conditions investigated show room for improvement, especially when it comes to flexible working arrangements and accompanying employees in the digital transformation process. Finally, privacy enjoyed much attention, whereas other ethical concerns were mentioned less often.

Guidelines on Sustainable Leadership

November 2018

For the sustainable transition of our economies and societies to be successful, it is necessary to answer the questions of what needs to change together with the question of how to ensure this change.

Besides the three classical intertwined dimensions of sustainable development that offer useful insights to businesses on what to change (economy, society and environment), personal and procedural sustainability should be added. Since managers are pivotal in this process, a set of guidelines for sustainable leadership was developed to identify key principles and skills for professionals, managers and executives in order to assume their function as bridge builders, facilitators and actors for sustainable development, contributing to the achievement of the SDG of the United Nations.



Report: from diversity to pluralism. Diversity management in Europe

January 2019

To ensure that diversity does not remain a catchphrase, but rather becomes a value enshrined in our society, change must happen where it is most effective: most often, in the workplace. Moreover, responsible leadership will be essential to transform the vision of a pluralist society into reality. In this document, we have developed a theoretical, political and practical overview on diversity management in Europe.

The introductory part presents the three main approaches to diversity and tackling discrimination. In the second part, key EU countries' legislation is reviewed in that respect. Furthermore, a series of examples for diversity programmes and policies in managerial organisations and companies are presented.

A Europe that lasts: our demands to the European Parliament for the 2019- 2024 mandate

February 2019

Ahead of the elections of the European Parliament in May 2019, CEC identified a series of concrete policy proposals for the European Parliament to deal with during the legislature, to put managerial demands at the heart of Europe's political agenda.

From the need for an updated European Parliament resolution on managerial prerogatives, to more transversal issues like sustainable leadership, lifelong learning and gender equality, the topics raised are among the cornerstones of an evolving profession, whose contribution is fundamental to help Europe preserve its unique political and social model in a fast-changing world. The document also called on all EU managers to make use of their voting rights.

Managers in Europe: today and tomorrow

December 2019

The Managers in Europe: today and tomorrow report takes stock of the situation of managers in Europe, based on a survey conducted among more than 800 individual managers in Europe.

A decreasing number of managers handle increasingly complex challenges, including stakeholder expectations, stress and environmental impacts. While the twentieth century was about linear growth, the twenty-first century is about interdependency and information. To succeed in building a well-being oriented economy that operates within planetary boundaries, we need to invest in sustainable leadership skills, better working conditions and professional management. A looming labour market gap for managers adds to the urgency to make management more inclusive, attractive and sustainable.



A Europe that lasts

Managers' demands for 2019 - 2024



#ThisTimeImVoting
#ManagersforEU

The report was presented during the event organised at the European Parliament on 3 December 2019 (read more below).

Guidelines – Managing the Digital Transformation smartly, securely and sustainably

February 2020

Developed with the contribution of the internal CEC Working Group on Digitalisation chaired by CEC Secretary General Maxime Legrand, the publication gives managers both an overview on the technological and political framework conditions of digitalisation as well as the practical tools for setting up and implementing a digital strategy.

The document points out the central role of the manager who facilitates the development of people, ideas and processes in order to be able to make the digital transformation a success, supporting individual and organisational potential within a collaborative organisational ecosystem that is digitally connected.

Leadership in times of Coronavirus

May 2020

In the middle of the health crisis hitting Europe in spring 2020, CEC published a report, providing an overview of the different measures adopted at EU level to mitigate the effects of the crisis. The report also included the results of a survey conducted among 700 European managers on the impact of the crisis on their professional and private lives and what measures would be expected from national authorities to ensure a sustainable recovery, making use of strong and sustainable leadership to succeed in bringing public health and socio-economic interests together.



Leadership in times of Coronavirus

Report on Coronavirus-responses by policy-makers and managers in Europe



Position paper

Mainstreaming Gender Equality in European Leadership

May 2021

Drafted with the contribution of the members of CEC's Working Group on Gender Equality and Diversity, the paper aims at contributing to the ongoing debate about what measures are needed, whether they are voluntary in nature or legislative initiatives, to narrow and eventually close one of the many gaps that still separate men and women: the lower presence of women in leadership positions in Europe.

Starting from an analysis of the current state of equality in decision making in the EU, the paper presents the conclusions of a previous study by CEC on the issue and comments on some recent policy initiatives and provides recommendations before presenting the case for supporting initiatives aiming at setting minimum quotas for gender representation at company board level.

2.4 Our events

Seminar on management in the age of Artificial Intelligence (AI) May 2018

On 25 May, CEC European Managers held its seminar on Management in the Age of Artificial Intelligence during its congress in Mainz. On this occasion, managers took stock of the development of digital technologies and the specific legal and managerial challenges AI poses.

The seminar offered the opportunity to present the results of the fourth edition of the European Managers Panel survey (see above) and discuss with a panel of renowned speakers the challenges and opportunities posed by AI on management practices and styles. Dr. Gerlind Wisskirchen from the German consultancy firm CMS and Eleonora Peruffo from the European agency Eurofound were part of the panel.

Seminar: The future of Europe – a vision of managers May 2019

Ahead of the European elections, CEC organised in Belgrade a seminar to debate the future of Europe and the views of managers for where the European Union should stand in 2024. Integrating the perspective of candidate countries, the seminar offered a unique opportunity for debate and discussion from different positions and expectations of what the EU can and cannot achieve.

The final panel debate that concluded the seminar featured H.E. Oana-Cristina Popa, Ambassador of Romania to Serbia; Suzana Grubješić, Secretary General of European Movement Serbia and representatives of CEC national member organisations.

Debate on Sustainable Leadership June 2019

During the event, various stakeholders from EU institutions, European social partners and civil society organisations came together to discuss how management can effectively contribute to better environmental, social and economic long-term performance.

The debate (attended by some 50 participants, including representatives of the European institutions, other social partner organisations and European Movement International) was accompanied by two speeches from Martin Porter from the Cambridge Institute of Sustainable Leadership and Martin Rich from the Future-Fit Foundation, who provided examples of business practices, focusing on the importance of network structures operating within the context of planetary boundaries.

The Romanian Ambassador to Serbia speaks at the CEC Seminar on the future of Europe, May 2019



Pilot training for EU Managers

November 2019

A training programme was held for national managers affiliated to CEC member organisations, offering the opportunity of a full-immersion training about EU institutions, policy making and advocacy techniques.

During the three-day programme, participating managers could experience and learn about decision-making mechanisms, the European social dialogue, manager representation and EU policies in employment and social affairs, climate policies and lifelong learning policies.

A set of meetings was organised with officials from DG Employment, the European Economic and Social Committee as well as MEPs from different European countries of all political families.

The participants in the pilot training at the European Parliament



Event at the European Parliament – pushing for a resolution on a new management standard to shape the transition

December 2019

On 3 December 2019 in the European Parliament, CEC hosted a meeting together with MEP Morten Løkkegaard to discuss the future evolution of management through an initiative for a new European Parliament resolution on the managerial workforce in the EU.

At the European Parliament, with MEP Lokkegaard



Other European social partners (ETUC, BusinessEurope and Eurocadres) present at the meeting welcomed the initiative as a means to give managers the right tools to shape the future sustainably, inclusively and innovatively, highlighting the great role managers can have in building connections among different actors at company and societal level.

The event also provided the opportunity to present the first edition of the report entitled *Managers in Europe: today and tomorrow* (see above).

CEC for its Member organisations

A precise objective of this mandate, CEC has focused on further strengthening its ties with its Member organisations. Part of this goal was achieved by ensuring CEC's participation in conferences, seminars, statutory congresses and trainings held during the last years (some of which have unfortunately been cancelled due to the health crisis).

CEC has therefore gladly participated in MAS yearly congresses in 2019 and 2020, in the elective General Assemblies of CFE-CGC and FECEC in October and November 2019, in a training on EU affairs organised by the chemical branch of CFE-CGC in March 2020 and in Ledarna's digital congress in November 2020.

2.5 Our representation work

The function that CEC European Managers hold as a recognised EU cross-industry social partner organisation represents the main driver of its institutional activities and representation legitimacy at EU level. As the independent voice of managers, executives and professionals in Europe, CEC participates in European social dialogue within the delegation of employees and workers, chaired by the ETUC.

The legitimacy of CEC to act as an EU cross-industry social partner organisation was stated in the most recent representativeness study conducted by Eurofound. CEC's position in social dialogue gravitates around the acknowledgment and promotion of pluralism and the respect of diversity among actors and sensitivities, in a way that mirrors the changes in the world of work.

Besides its traditional activity as a social partner organisation, CEC has put a lot of effort in reinforcing its presence and visibility before EU institutions and partners, and has inaugurated new partnerships with other associations, both in Brussels and elsewhere in Europe.

CEC as a social partner organisation

In the framework of the Liaison Committee agreement, CEC cooperates with Eurocadres to allow for the participation of the managerial workforce in the meetings and other institutional mechanisms and appointments of the cross-industry European social dialogue.

As it is customary, CEC European Managers were invited to attend the Tripartite Social Summit, a high level political meeting held ahead of European Council summits between the President of the European Commission, President of the European Council and the rotating Presidency of the Union together with EU social partners to discuss employment and social issues.



CEC at the Tripartite Social Summit

16 October 2018

Ludger Ramme

Main message: updating the European social market economy model to make the most of the digital and sustainability transformation, with the help of transformational leadership.

14 October 2020

Ludger Ramme

Main message: to achieve an inclusive economic and social recovery in Europe in times of crisis, the role of managers as bridge builders is essential to make our economies more resilient and sustainable.

16 October 2019

Ludger Ramme

Main message: investing in skills to support European employees and managers in driving the fair transition and delivering on its economic, environmental and social objectives.



CEC was involved in the finalisation of the **social partners' joint work program** for 2019-2021 (a negotiation process initiated during the previous mandate under the direction of Luigi Caprioglio). The Work Programme identified six priorities: digitalisation, improving labour market performance, skills, psycho-social health risks, capacity building and circular economy.

In 2019 and 2020, CEC participated in the **negotiations** of the social partners' **framework agreement** on digitalisation via its Secretary General, Maxime Legrand. The agreement was finalised in February 2020 and officially presented in June of that year after more than eight months of negotiation. Structured around four main areas, the agreement represents the result of a joint commitment to make the most of the opportunities and deal with the challenges deriving from the digital revolution in a partnership approach, while respecting the different roles of those involved.

In addition to the institutional appointments of the EU social dialogue, CEC has actively been consulted in the context of the **dedicated hearings of social partners**, organised by the European Commission to discuss and share views on specific initiatives with relevance for the work of social partners. This include hearings on the **update of the skills agenda** (January 2020), on the action plan on the **implementation of the Pillar of Social Rights** (June 2020), the discussion on possible **pay transparency initiatives** (June 2020) and on **individual learning accounts** and **micro-credentials**, held in April 2021.

Thanks to the contribution of the members of the Working Group on Gender Equality, CEC has regularly taken part in the meetings of the **Advisory Committee on Equal Opportunities** for Men and Women, a body assisting the Commission in formulating and implementing EU's activities in the field of equal opportunities. CEC was represented in the ACEO by its Deputy Secretary General, Ebba Öhlund.

Finally, CEC was invited by the Portuguese Presidency to participate in the High-Level Conference of the **Porto Summit** on 7 May 2021, and discuss together with representatives of EU institutions, social partners and members of the civil society how to ensure a fair implementation of the Pillar of Social Rights.



Meeting with the European institutions

In October 2018, the newly elected team met with the Director General of DG Employment, Joost Korte, for an introductory discussion on mutual expectations and priorities for the years to come. The meeting offered an opportunity to discuss more in depth about the specificities of CEC as a social partner organisation and the need for an inclusive social dialogue system, taking into account the differences of its various actors.

CEC meets with Joost Korte, Director General of DG Employment



The European elections and the beginning of a new institutional cycle within the EU was an opportunity for CEC to reinforce its visibility before the European Commission and the Members of the European Parliament.

In February 2020, CEC President and Secretary General met the European Commissioner for Jobs and Social Rights, Nicolas Schmit. The meeting was an opportunity for CEC to comment on the recent initiatives launched within the framework of the EU Green Deal, highlighting the importance of ensuring that the social dimension of transition be properly considered.

Commissioner Schmit recognised the central role managers play as bridge builders between both sides of the industry and acknowledged the value of the autonomous voice of managers in the context of the EU social dialogue.

Another personal meeting was organised with Antoine Colombani, member of Cabinet of vice-President Timmermans, responsible for the social dimension of the Green Deal. In that context as well, the contribution that managers can make to mainstreaming sustainability in business practices was the main focus of the discussion, along with recognising the need to provide the right resources and training opportunities to managers.

A few months later, as the European Union was struggling to adopt a united response to the health crisis, CEC addressed a letter to the Presidents of the five main EU institutions (the European Parliament, the European Commission, the European Council, the European Central Bank and the President of the Eurogroup) on the eve of the European Council of 30 March 2020.

The letter called for a coordinated action based on the principles of solidarity, followed by a recovery trajectory that would focus on environmental sustainability and social fairness that could count on the abilities, competences and leadership of managers.

CEC meets the European Commissioner for Jobs and Social Rights Nicolas Schmit



Memberships and other initiatives

- In 2019 CEC became a member of the European Movement International, the largest pan-European network of pro-European organisations bringing together European civil society, business, trade unions, NGOs, political parties, local authorities and academia.
- In the wake of the #forfuture movements, aiming at expressing the support of specific social categories and groups of citizens for sustainable development, in 2019 CEC launched the idea of creating a grassroots movement expressly designed for and animated by managers, [#managersforfuture](#).

In this context, CEC was able to demonstrate its strong, historic pro-European stance, contributing to a positive, realistic and fact-based discourse about Europe and its advantages, while improving its visibility and ability to convey its messages through a wider platform for discussion.

It strives to change the world of management for good, putting managers (and their action both in the workplace and at societal level) at the centre of the process of reconciling business with the needs for a global transition in all its iterations.



A movement of managers accelerating change
in management for people and planet

Other EU projects

(in cooperation with other EU associations)

EWCs 4.0:

fostering social dialogue about digitalisation of transnational companies

Digitalisation is profoundly changing the way people work and companies evolve. The amplitude of its potential impacts on employment and working methods require that companies find the possibility to assess internally what policies and measures need to be adopted to try and anticipate its effects.

The project, in which CEC acts as a mandating association, is aimed at investigating the role of EWCs as effective forums to discuss such prospects for change within companies. Initiated in January 2018, the project came to an end in mid-2019.

Psycho-social risks:

Managers and professionals in the front line

Started in January 2018, this project (of which CEC is a partner together with Eurocadres) aims at investigating the specific risk factors for psycho-social health risks for managers and professionals (with particular attention to women managers) and what strategies can help prevent the insurgence of such risks.

A series of seminars and workshops have been organised until October 2019 with the involvement of managers, experts, academicians and workers' representatives.

Skilling leaders:

Reskilling and upskilling of professionals and managers

Started in February 2020, the project initiated by Eurocadres focuses on the needs of professionals and managers in terms of reskilling and upskilling, with a view to strengthen life-long learning in order to effectively assist the transition towards a new world of work.

The project focuses on five main objectives: raising awareness among trade unions about the importance of skills policies, identifying obstacles to reskilling and upskilling and what can be done to overcome them, developing objectives for collective bargaining policies and collective agreements, and identifying good practices.

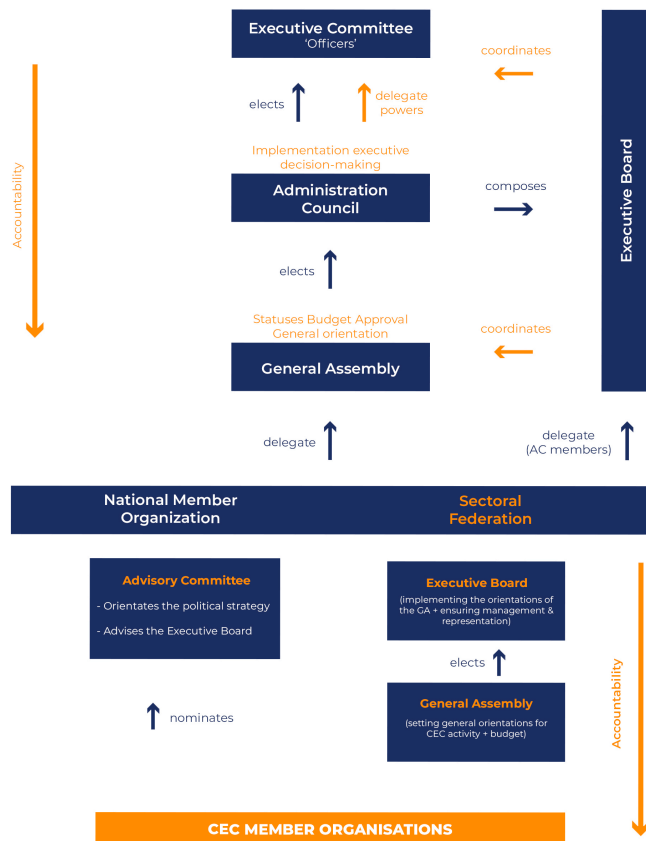
The role of managers in digitalisation

In the wake of the social partners' agreement on digitalisation signed in June 2020, the project aims at investigating in particular what the process of digitalisation will mean for managers, both in terms of how the professional activities (and responsibilities, including leadership) of managers and professionals will have to evolve in an increasingly de-materialised context, and how the will be impacted category as a whole.

The project started in 2021 and will continue until the end of 2022.

03 Our Internal Structure

The Structure of CEC, before and after the statutory change



CEC Executive Board. From left: Luigi Caprioglio, Ebba Ohlund, Ludger Ramme, Maxime Legrand



In the last three years, CEC has focused on a series of initiatives aiming at improving how it functions, adapting its structures and creating new opportunities for discussion between and among Member organisations on technical issues.

Firstly, the long-standing process of statutory revision could be completed in the course of 2020. CEC has now adopted new, revised statutes that allow for easier processes, a fairer representation within its membership and greater accountability without modifying the essence of its structure or foundation of its legitimacy. With new rules for its internal functioning, CEC is now in a better position to concentrate on the concrete issues at the core of its function, giving voice to European managers.

As the executive body of the association responsible for implementation of the general orientations set by the General Assembly, the Executive Board is composed of four members, elected for a three- year mandate.

The outgoing leading team, elected during the Mainz congress in May 2018, is composed of Ludger Ramme, President (ULA, Germany), Maxime Legrand, Secretary General (CFE-CGC, France), Ebba Öhlund, Deputy Secretary General (Ledarna, Sweden) and Luigi Caprioglio, Treasurer (CIDA, Italy). Based in Brussels, the Secretariat is composed of Matteo Matarazzo (Head of Office), Georgette Ould (Administration Officer) and Jean-Philippe Steeger (Policy and Communication Officer).

To follow up on the commitment to focus on the areas of gender equality and digital change approved by the elective General Assembly of 2018, two distinct Working Groups were created. They work under the supervision respectively of Ebba Öhlund, CEC Deputy Secretary General, and Maxime Legrand, CEC Secretary General, and are assisted by the Secretariat.

The members of the Working Group on Digitalisation.



The two Working Groups are made up of experts in the field, designated by CEC Member organisations.

They gather on a regular basis and identify subjects that are relevant in their respective field, helping elaborate specific positions and adding to CEC's expertise and credibility as a knowledge-based partner. The report "Guidelines on Managing the Digital Transformation" and the position paper "Mainstreaming Gender Equality in European Leadership" are the main results of the activity of the two Working Groups.

The members of the CEC Working Group on Gender Equality and Diversity



Finally, like for most organisations and workplaces around Europe and worldwide, CEC has been confronted with the consequences of the health crisis on its working processes and internal proceedings.

However, one can say CEC has successfully passed the digitalisation test induced by the health crisis: switching to telework has been effective and smooth, and the digitalisation process started in the past years has made it simpler for the staff and outgoing leading team to continue to work regularly.



EUROPEAN MANAGERS

Published in **May 2021**