

A person is riding a bicycle on a modern cable-stayed bridge. The bridge features a large, curved arch supported by numerous cables. The scene is captured from a low angle, looking down the length of the bridge. The background is a clear sky. The overall image has a blue and purple color overlay.

Congress 2021

70 years of CEC European Managers

Building bridges to the future

#CEC70

General Assembly meeting Lyon, 7 October 2021



Welcome (back)!

A few logistical remarks:

- Wearing a mask is **compulsory**
- Speak **clearly** and **slowly** into the microphone and don't forget to turn it **off** after use.
- A **lunch break** will take place approximately at 12.30 (1h15 hour)
- The meeting will be **recorded** (floor version)
- The General Assembly meeting will be followed by the Advisory Committee. Delegates to the General Assembly are invited to **remain** for the following meeting (without voting and speaking rights)



Channel 1



Channel 2

1. Approval of the minutes of the previous General Assembly (on-line meeting, 27 May 2021)

2. Confirmation of the members of the Advisory Committee

3. Presentation of the first actions and ongoing topics

Our first 120 days in function
THREE main drivers for action

Reach-out campaign to
institutional actors, social
partners and other relevant
stakeholders in Brussels and at
national level

Continuing our **institutional**
presence as EU social partner
organizations

Advancing in the delivery of our
European project on
Sustainable Leadership

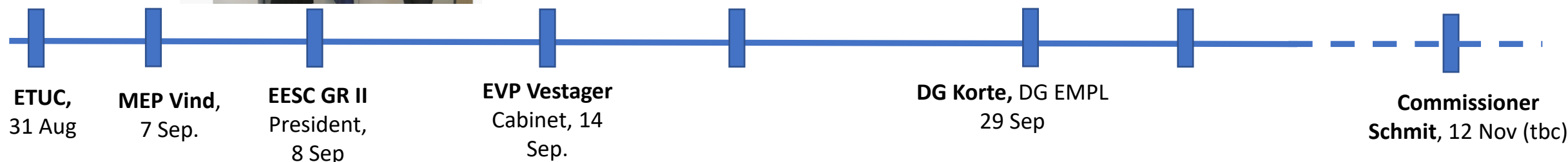
General Assembly meeting - Lyon, 7 October 2021

3. Presentation of the first actions and ongoing topics



July 2021 – contact taken with more than **200** relevant **partners** (European institutions, MEPs, political representatives, national governments, social partner organizations, EU civil-society organizations)

presenting CEC European Managers as
the voice of EU management



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3. Presentation of the first actions and ongoing topics

continuing our **engagement** for Sustainable Leadership: delivering on the **SLProject**



HOME ABOUT RESOURCES SUMMIT REGION ENGLISH



Speakers Programme

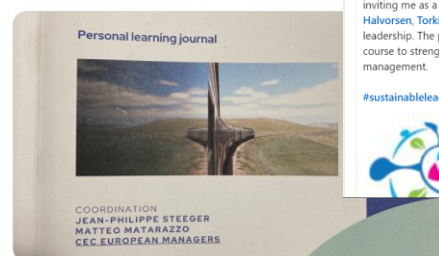
26.11 2021

Sustainable Leaders @sustain_leaders · Sep 9
Visit at @knaufinsulation during #SustainableLeaders training; also in the #construction industry, regulation, customer expectations, greater (energy) efficiency and employee demand drive the sustainability strategy of the company. #SustainableInnovation



**1st on-site
training seminar,
Ljubljana 8-9 Sept**

M.GILBERT @MGILBERT_Maddy · Sep 21
At Silkeborg #Denmark during 3 days the @sustain_leaders Seminar @CEC_Managers reunited #european leaders, v opportunity to enrich our Sustainable Leadership capabi our ways of working and receiving inputs from experts. #



You and 6 others

**2nd on-site training
seminar, Silkeborg 19-
21 Sept**

Torkild Justesen · 1st
Director, Executive Officer, International Affairs, CEC
1w · 0
Anders Kirkeby Larsen thanks for spending an evening with us! Managerial training on sustainable leadership is a cornerstone towards creating a sustainable world #unsdg #sustainableleadership #lederne #CEC

Flemming Bridal Rasmussen · 2nd
Head of SDG HUB at University of Southern Denmark
1w · 0
Thanks to **Anders Nøtting Magelund** from Ledernes Hovedorganisation for inviting me as a panelist in a debate with **Karen (she/her) Melchior, Clara Halvorsen, Torkild Justesen** and **Anders Kirkeby Larsen** on sustainable leadership. The panel debate was part of a new 3-day pan-European training course to strengthen European leaders' competencies in sustainable management.
#sustainableleadership



**Sustainable Leaders
Summit, 26 Nov**

General Assembly meeting - Lyon, 7 October 2021
3. Presentation of the first actions and ongoing topics

ensuring our **institutional presence** as EU social partner both in the context of social dialogue and beyond

SDC meeting,
16 June

**ILC Plenary
session, 16
June**



UN Rights Forum,
16 August

**SP WP Pre-
meeting, 21 Sep**

Launch of **SP WP**
negotiation, 24 Sep

AGS meeting,
29 Sep

SDC meeting,
28 Sep

Strategic
seminar on
SSD, 21 Oct

TSS meeting,
20 October

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3. Presentation of the first actions and ongoing topics



what are our ongoing issues
our **short-term** actions

Managers for the **future of Europe**: our commitment in the context of the **COFOE**

Participating in the **social partners' negotiation** on the new **joint work programme**

Finalizing the **program** of the **Sustainable Leaders Summit** and elaborating a **way forward**

4. How to implement our commitments

1. CEC as an institutional actor – building on our social partner status

- Presence in social dialogue events and meaningful contribution to the ongoing negotiations on EU social partners joint work programme 2022-2024 ➡
- Pathway to a strong managerial voice of the EU workforce
Stressing the bridge-building function of managers in social dialogue
need to deliver factual, concrete results (pragmatism over ideology)





Launch of a **strategic plan for reaching-out to MEPs**, chaired by Torkild Justesen



- Involvement in the upcoming developments of the **Conference on the Future of Europe**

2. CEC as a knowledge-based organization

- Creation of **internal working groups** to elaborate a managerial **vision** on selected topics, to contribute with **knowledge-based** and practice-oriented **views** to the technical/political debate 
- WG on **sustainable leadership**, chaired by Torkild Justesen
- WG on **gender equality** and **diversity**, chaired by Ebba Ohlund
- WG on **digitalization** and **artificial intelligence**, chaired by Maxime Legrand
- WG on **smart chngement**, chaired by Marco Vezzani  **FOCUS**

2. CEC as a knowledge-based organization

WG on sustainable leadership

transforming **sustainability** in a **perennial** item for CEC future political agenda (follow-up to our early involvement in sustainability and the **SLP**)



What is the **vision** of CEC on Sustainable Leadership?
What **position** do we want to have in **2030**?
How to **share knowledge** with EU stakeholders?



Broad group of members (experts and representatives)
Draft a vision, define a **strategy**
Create a forum for **exchange** and **policy positions**

4. How to implement our commitments

2. CEC as a knowledge-based organization

WG on **gender equality** and **diversity** (relaunch of the existing WG)
extending the **scope** to **inclusion** and **diversity management** (beyond gender equality)

How can the **workplace** be an engine for **inclusion**?
What **role** can managers play in that respect?
How **diverse** is European management?



A group reflecting **diversity** in itself
Providing **concrete** examples from business practices
Further the **policy** basis for CEC presence in the EC Experts' Group



Mainstreaming
Gender Equality
in European Leadership

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2. CEC as a knowledge-based organization



WG on **digitalization** (relaunch of the existing WG)
furthering the reflection on the role of **management after the crisis**

Update the **composition** of the WG – counting on Members' competences with greater **experts' contribution**

Continuation of the previous **experience**, but need to update **topics** with reference to

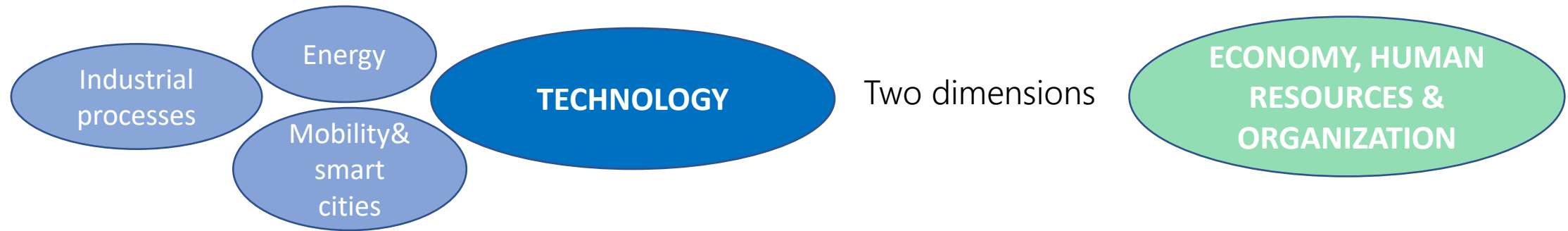
priorities of the **negotiation** of the EU SP
work-programme – telemanagement
(counterbalancing telework)

The recent **acceleration** of digitalization and
the effects on the future **world of work**

4. How to implement our commitments

2. CEC as a knowledge-based organization

FOCUS – the WG on **smart change**ment – how our **productive** and **economic** systems are evolving and how this change can be **managed**



and **coordination** with other CEC internal working groups (**matrix format**)

Next steps – **call for experts**, finalization of **program** and **working rules** (within 2021)

Foreseen **deliverables** – regular **policy** contribution (newsletters, policy papers, etc..)

approx. **1 thematic webinar/year**

providing technical **basis** for participation in external **expert groups**





3. Enhancing relations with CEC Members and their affiliates

Continuing the experience of the **training programme**, to be reactivated in 2022

- Reviewing CEC's current **policy positions** body
- Launching **Members' chats** – an informal format (based on the COVID experience) to mutually **learn, exchange, inspire** and **motivate**
- Increase **visits** and **common activities** – regular calendar of **interventions** in Members' events



4. Enhancing communication

- Accelerating on our communication capacities
 - Resuming a regular **newsletter**
 - Launch of a periodical **review**, organized around a thematic basis, supported by an **editorial committee** composed by CEC Member organizations
 - Ensuring the **development** and regular **maintenance** of CEC's tools for **community management** (EU Managers' Panel and Network, Sustainable Leaders Ambassadors, etc..)
- Recruiting a **full-time** communication specialist

5. Discussion among our Members

We want to **hear** from **you!**

6. Any other business

7. Celebrations

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The Voice of European Managers - since 1951



**Luigi
Caprioglio**

Milestones

- 1951: CIDA, CGC and ULA create the CIC International Managers
- 1985: European social partners meet at Val Duchesse, invited by Jacques Delors
- 1989: Creation of CEC European Managers
- 1992: Maastricht Treaty grants European social dialogue legislative power
- 1993: Gil robes resolution on managerial workforce
- 1999: CEC becomes part of EU social dialogue
- 2009: CEC recognised as one of the six EU social partners
- 2013: Recognition of representativeness by Eurofound
- 2018: 17 countries are represented within CEC

Presidents



Maurizio Angelo



Georges Liarokapis



Annika Elias



Ludger Ramme

Teams



Exchange



Women in Decision-Making 1996



Leaders for Europe 1999



European elections 2019

Influence



Meeting with Jacques Delors



International Labour Conference



Tripartite Social Summit

Advisory Committee meeting Lyon, 7 October 2021



1. Welcome word by the President

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2. Presentation of the activities of the Advisory Committee

2. Presentation of the activities of the Advisory Committee



- What are the functions of the Advisory Committee?

Art. 18 of the Statutes:

- *The Advisory Committee **orientates the political strategy** of CEC and **advises** the Executive Board in operational functions as well as in implementing the political strategy. It meets at least once a year, or more often if necessary.*

Other provisions:

- ***consulted** for the approval of the Internal Regulations (art. 11)*
- *Power to **set up** working groups (art. 17)*

3. Election of the Financial Control Committee

- What are the **rules** concerning the Financial Control Committee?

Art. 21 of the Statutes:

*The Executive Board is requested to draw the final accounts for the previous year and a budget for the following year to the attention of a Financial Control Committee, composed of three members elected among the members of the Advisory Committee, which will **issue an opinion**. These financial documents must be submitted in a timely manner, in order for Member organizations to analyze them properly. The Financial Control Committee **draws up the final accounts and the budget** (in original French **arrête**) which will be submitted for final approval to the Ordinary General Assembly within six months from the end of the financial year.*

CANDIDATES to the post



Luigi Caprioglio, CIDA



Juan Antonio
Gonzalez Barriocanal,
CCP



Anna Nilsson, Ledarna