ACTIVITY REPORT

CEC EUROPEAN MANAGERS

2021 2024

The Voice of European Managers since 1951





A C T I V I T Y R E P O R T

2 0 2 1 - 2 0 2 4



The voice of European Managers since 1951

Rue de la Loi 81/A, 1040 Bruxelles



TABLE OF CONTENTS

LETTER FROM
THE PRESIDENT

CEC EUROPEAN
MANAGERS
IN NUMBERS

LETTER FROM
THE SECRETARY
GENERAL

TIMELINE 2021-2024

LETTER FROM
THE DEPUTY
SECRETARY
GENERAL

WORKING GROUPS

OUR TASK
TOWARD THE EU
INSTITUTIONS

LETTER FROM
THE TREASURER

8 OUR EU PROJECTS

9
OUR
COMMUNICATION





LETTER FROM THE PRESIDENT

Dear friends,

I joined CEC European Managers in 2018 as Secretary-General and became President in May 2021.

Looking back, what comes to mind is the pleasure I took in taking on these responsibilities, becoming the spokesperson for European Managers and continuing to relay the torch-lighted since 1951. The values of our organisation, such as the promotion of personal commitment or the human, social, and democratic values reflected in our statutes and our European treaties, align with my own. It is a pleasure to take on this role. During this mandate, the exchanges with each of our member organisations have been exciting, and the work with my teammates Ebba for six years and Torkild and Marco has been enjoyable. Working with the CEC team and accompanying them in learning about our specificities is also very stimulating.

Despite the challenges we've faced, CEC European Managers has made significant strides under my leadership. We've navigated through the headwinds of a significant drop in contributions since 2021, the onset of the COVID crisis at the beginning of our mandate, human resources challenges, and occasional dialogue difficulties with employers during negotiations.

Our 70th-anniversary celebration in Lyon in October 2021 was a testament to the intensive work we've put in during the first weeks of this mandate. We were honored to receive personalised video messages from key European decision-makers, including Clement Beaune, French Secretary of State for European Affairs, Mrs. Eva Maydell, Member of the European Parliament and President of the European Movement International (EMI), and Mrs. Christa Schweng, President of the European Economic and Social Council. Their messages not only promoted our initiatives and supported our team but also underscored the special role of managers in our economies.

In November 2021, building on the experience gained from our European project, we launched the Sustainable Leaders Summit in Brussels.

Our wish was to create an annual event for all people who feel like they are actors in social and environmental responsibility within companies.

In doing so, we wondered what would become of this initiative. We were able to repeat the experience in 2022 and even organise a third edition, which was welcomed, thanks to our Danish colleagues, by two MEPs in the European Parliament. The presence of various stakeholders from outside our organisation and from all generations gives us a glimpse of an optimistic future for this annual event.

What seems to me to be a major achievement of this mandate are the good relations that we have built with our European partners, particularly with the European Trade Union Confederation (ETUC). I remember when we had to fight to receive invitations to social dialogue to showcase our positions. Today, thanks to our work and the good fortune resulting from it, we can talk about intelligent collaboration with ETUC and good human, professional, and constructive relations where everyone knows what the other brings. This has allowed us to contribute modestly but positively to the 2022-2024 work

99

A major achievement of this mandate are the good relations that we have been able to build with our European partners and, in particular, with the European Trade Union Confederation (ETUC).

programme with two topics that we have brought; teleworking and climate.

It seems to me that this is beneficial to all employees in Europe. We have been able to organise our responses, in a concerted, conciliatory but coherent way when it came to responding to the European Commission's consultations. I would like to take this opportunity to thank you for your regular contributions.

We have seized all the opportunities offered to us, for example, during the Tripartite Social Summits, to make the voice of managers heard as much as possible, in November 2022 when it was a question of raising awareness among the President of the European Commission Mrs. Ursula Von der Leyen and the President of the European Council, Mr. Charles Michel, about the impact of the energy crisis for our economies and our jobs, or in November 2023, when we expressed the importance of training European managers to cope with the changes in skills needed in the face of digital transformations.

During the second half of 2023, we opened up new opportunities with our presence at the social conference organised under the Spanish presidency in Santiago de Compostela and then, as a representative of the CEC/Eurocadres liaison committee, at the social conference in La Hulpe, under the Belgian presidency, which resulted in an important text.

Our second pillar, leadership, has also been a success, with our four working groups (sustainability, digitalisation, gender equality and diversity, and smart change) being very active and productive.

We have also been able to build the European project Beyunbi—Beyond Unconscious Bias, completely coordinated and carried out by us. This is a guarantee of our expertise and the credibility of our organisation. Above all, this project is an opportunity to train managers on unconscious biases. It is a way to influence the society in which we live.

Finally, I am satisfied to have been able to ease the tensions that still existed at the beginning of the term of office, some of which resulted from our statutes' reform. This mandate was an opportunity to implement these statutes. I want to take this chance to pay tribute to the remarkable work done by and with our colleagues on the Financial Control Committee. In times of inflation, the exchanges with them have always been very constructive and beneficial in this challenging period of reduced income.

In terms of communication, we created the magazine European Managers' Review from scratch. Due to resource constraints that had to be prioritized, two issues have been published. I believe it is a useful medium, especially for embodying what it means to "be a European manager."

This is an excellent way to highlight our organisations and the people who make them possible.

I wish to continue my mission for a new term because of these reasons and the work that remains to be done, among others.

I sincerely hope that the results will convince you to trust me again for the next three years.

MAXIME LEGRAND

CEC EUROPEAN MANAGERS PRESIDENT



1. CEC EUROPEAN MANAGERS



THE EXECUTIVE (2021-2024)

CEC European Managers is one of the six EU cross-industry social partner organisations recognised by the European Commission. As the independent and autonomous voice of managers, we are making sure that the interests of managers as bridge-builders between employers and workers are heard – since 1951.

Our executive functions are ensured by the four members of the Executive Board, elected every three years by the General Assembly.

The current team was elected on 27 May 2021.



MAXIME LEGRAND
President



TORKILD JUSTESEN
Secretary General







EBBA ÖHLUND



CONFÉDÉRATION NATIONALE DES CADRES

Affiliates: 8,500 members

Pierre Pirson, President
Johan Criel, Dutch speaking VP
Muriel Wery, French speaking VP
Koen Grégoir, Ducth speaking VP

Presidents of the sectorial federations:

Hendrickx Philippe, President of the CNC Energy Federation (Belgium) Pirson Pierre, Presidemt of the Banking Managers Federation (Belgium)



Affiliates: 130,000 members

Pernille Simonsen - Foreperson
Lars Jensen - Deputy Foreman
Soren Samuelsen - Board member
Kim Kampp - Board member
Tanja Dinsen - Board member
Lene Skyggelund - Board member
Helle B. Andersen - Board member
Peter Martensen - Board member
Jan Søe Dybdal - Board member
Jesper Hedegård Webbe - Board member
Torben Madsen - Board member
Mette Høgsted - Board member
Simon Sparre Pinnau - Board member
Henrik Tarris - Board member

Simon Sparre Pinnau - Board member
Henrik Tarris - Board member
Bente Fisker - Board member
Karina Fisker - Board member
Lars Moldrup - Board member
Gitte Winkler - Board member
Svend Erik Larsen - Board member
Bodil Nordestgaard Ismiris - Managing Director
Torkild Justesen - Director of Relations
Anne Bou Casals - Director of Member Advice
Jacob Spangenberg - Commercial Director
Camilla Engelshardt - Director of Digital & Sustainable
Management



CONFEDERAZIONE CIDA

Federmanager - Fédération nationale des cadres et hauts

Affiliates: 120,000 members

professionnels des entreprises industrielles
Manageritalia - Fédération des directeurs de commerce
FP-CIDA - Fédération nationale des cadres et hauts
professionnels de la fonction publique
CIMO - Le Syndicat des Médecins
SUMAI - Union unitaire des médecins ambulatoires
Sindirettivo Banca d'Italia - Union des cadres de la Banque
d'Italie

FIDIA - Fédération italienne des gestionnaires de compagnies d'assurance

Fédération du 3e secteur - Gestionnaires et hauts professionnels d'organismes et d'institutions à but non lucratif

FeNDA - Fédération nationale des cadres et hauts professionnels de l'agriculture et de l'environnement SAUR - Union autonome universitaire et de recherche Sindirettivo Consob - Union des cadres de la Consob



SVERIGES CHEFSORGANISATION

LEDARNA SVERIGES CHEFSORGANISATION

Affiliates: +100,000 members

Andreas Miller, President

Martin Fridolf, CEO

Thomas Eriksson, Vice President

Björn Heurlin, Head of Digital Development and IT

Eva Gustafsson, HR manager

Kati Almqvist, Finance manager

Kerstin Lager, Head of Communications

Pia Lindström, Marketing manager

Sara Kullgren, Head of Negotiations / Head of

Agreements, Legal & Advisory unit manager Industry





LEDERNE

Affiliates: +18,000 members

Audun Arne Ingvartsen - President Liv Spjeld By - Vice President Jørn Henning Lien - Political Advisor

CZECH MANAGEMENT ASSOCIATION

Affiliates: 400 members

Olga Girstlová - Head of the Presidium

Hana Šmejkalová

Vadim Petrov

Martina Mannová

Ivo Gajdos

Jan Lát

Milan Šmid

Pave Stanek

Stanislav Moural



NATIONAL UNION OF BANKING STAFF AND TECHNICIANS

Affiliates: 22,451 members

Paulo Gonçalves Marcos - President

Joaquim Casa Nova - Vicepresident

António Rodrigues - Teasurer

Leonor Cunha - Secretary

Tiago Teixeria

Roger Loureiro

Ana Conceição

Mário Martins

Carla Cunha

André Cardoso

Sandra Salgado



SERBIAN ASSOCIATION OF MANAGERS

Affiliates: 409 members

Mihailo Janković - President

Draboljub Damljanović - Vicepresident

Miša Lukić - Videpresident

Biljana Jovanovic

Bojan Lekovic

Borislav Miljanović

Branka Pudrlja Durbaba

Bragan Flipović

Dragomir Kostić

Ivana Djokovic

Nebojsa Matić

Nebojsa Mandic

Rade Rakočević

Saša Popović

Vesna Damjanic

Vastimir Vuković



SWISS LEADERS

Affiliates: 10,000 members

Dominique de Buman - President Christoph S. Ackermann Hajar El Haddaoui Marco Baroni Carla Kaufmann Laura Perret Ducommun



CONFEDERACIÓN DE CUADROS Y PROFESIONALES

Affiliates: 14,520

Manuel Martínez Blázquez - President

Juan Antonio González Barriocanal - Secretary General

José Ignacio Gutiérrez de la Gala - Vicesecretary General

José Manuel Rodríguez Serrano - Treasurer



CONFÉDÉRATION
FRANÇAISE DE
L'ENCADREMENT CONFÉDÉRATION
GÉNÉRALE DES CADRES
CFE-CGC

Affiliates: 170.000 - 27 Fédérations:

François Hommeril - Président

Jean-Philippe Tanghe - Secrétaire général

Farida Karad - Trésorière nationale

Jean-François Feral - Délégué national



MONTENEGRO MANAGERS ASSOCIATION

Affiliates: 300

Mr. Budimir Raickovic - President

Mr. Zoran Savic - Deputy President

Ms. Marijana Kadic Bojanic - Vice President

Mr. Radovan Radulovic - Vice President

Mr. Vinko Nikic - Vice President

Ms. Andjela Radosavovic - Executive director

Slavoljub Popadic - President of the AMM Assembly

Nebojsa Scekic - President of the CEO Forum

 $Mr.\ Vladan\ Tabas\ -\ President\ of\ Digital\ Transformation$

Committee



MANAGERS' ASSOCIATION OF SLOVENIA

Affiliates: 1,228

Andrej Božič - President

Aleksander Zalaznik, Danfoss Trata

Barbara Domicelj, Microsoft

Boštjan Gorjup, BSH hišni aparati

Franjo Bobinac, Hisense Gorenje Europe

Igor Mervič, Spar Slovenija

Izidor Krivec, Celjske mesnine

Janez Škrabec, Riko

Lovro Peterlin, A1 Slovenija

Lucija Sajevec, AMZS

Marko Lotrič, Lotrič Meroslovje

Marko Lukić, Lumar

Medeja Lončar, Siemens Slovenija

Melanie Seier Larsen, BCG

Mojca Randl, Formitas Group

Sarah Jezernik, Plinovodi and the President of the Female

Managers' Section

Tanja Subotić Levanič, Pivovarna Laško Union and the

President of the Young Managers' Section

Tomaž Berločnik, Avant car

Tone Stanovnik, Špica International

Vanja Hrovat, Generali

Wolfgang Zeike

Zdravka Zalar, Smartis

Žiga Hieng, Salus

Žiga Vavpotič, Globaldreamvision, Simbioza



ASSOCIATION OF CHIEF EXECUTIVE OFFICERS

Affiliates: 442 members

Vassilis Rabbat, Chairman President & CEO, XEROX HELLAS

Marios Mikaits, Vice Chairman, General Manager, ELIN TECHNICAL

Yannis Papachristou, Secretary General

Yannis Kolovos, Deputy CEO of the Group CHIPITA SA,

Treasurer, Managing Director, EDENRED HELLAS



ULA E.V. UNITED LEADERS ASSOCIATION

Affiliates: 41.223

Roland Fear - President

Susan Schebel - Vice President

Dr. Birgit Schwab - Vice President

Markus Ebel-Waldmann - Treasurer

Michael Schweizer - Chief Executive Officer

Ludger Ramme - Association Director

SECTORIAL FEDERATIONS



EUROPEAN
FEDERATION
OF EXECUTIVES
AND MANAGERS OF
TELECOMMUNICATIONS,
INFORMATION
TECHNOLOGY,
COMMUNICATION,
MEDIA, CULTURE
AND SERVICES



EUROPEAN
FEDERATION OF
MANAGERS IN
THE CONSTRUCTION
INDUSTRY



EUROPEAN
FEDERATION OF
MANAGERS IN THE
CHEMICAL INDUSTRY



EUROPEAN FEDERATION OF MANAGERS IN THE BANKING SECTOR



EUROPEAN
FEDERATION
OF EXECUTIVES
IN THE SECTORS
OF ENERGY
AND RESEARCH



EUROPEAN MANAGERS IN THE TRANSPORT INDUSTRY

OBSERVER



ESHA - EUROPEAN SCHOOL HEADS ASSOCIATION/ ASSOCIATION EUROPÉENNE DES CHEFS D'ETABLISSEMENT

The European School Heads Association (ESHA) is an association bringing together management staff in primary and secondary schools in European countries.

ESHA was founded in 1988 in Maastricht on the sidelines of a conference on "the education of tomorrow's Europeans".

Among its objectives are the sharing of educational experiences, to promote relations between educational establishments in European countries and, for the member countries of the European Union, to follow the evolution of the Union's policies in the field of education.

ESHA France is based at the Lycée Jacques-Decour in Paris.

INTERNATIONAL REPRESENTATION



CIC INTERNATIONAL MANAGERS CONFEDERATION EUROPÉENNE DES CHEFS D'ETABLISSEMENT

CIC International Managers is the leading organisation representing the interests of managers at the international level. Created in 1951 as a Confederation.

International Managers, it is the precursor of CEC European Managers and focuses on creating a global network representing managers around the world.

In addition to the various agreements signed at the international level, the CIC participates in the annual meetings of the International Labor Conference of the International Labor Organization (ILO) in May and June.

Besides the different agreements that are signed at international level, CIC participates in the yearly meeting of the International Labour Conference (ILC), organized in Geneva by the International Labour Organization (ILO) in May and June.

EU COMMISSION CONSULTATIONS



As a recognised European social partner, CEC European Managers responds to the European Commission's consultations on different aspects of our work as managers, from the implementation and use of Artificial Intelligence tools to the right to disconnect.

2020

First phase consultation of Social Partners under Article 154 TFEU on a possible action addressing the challenges related to fair minimum wages

Consultation on the White Paper on Artificial Intelligence - A European Approach

Second phase consultation of Social Partners under Article 154 TFEU on a possible action addressing the challenges related to fair minimum wages

2021

Consultation Document Proposal for an Initiative on Sustainable Corporate Governance

First phase consultation of social partners under Article 154 TFEU on possible action addressing the challenges related to working conditions in platform work

Social Economy Action Plan Consultation of EU Social Partners

2023

First-phase consultation of Social Partners under Article 154 TFEU on a possible action further improving the quality of traineeships)

Second-phase consultation of Social Partners under Article 154 TFEU on a possible revision of the European Works Council Directive (Directive 2009/38/EC)

<u>2024</u>

EU Consultation on Telework and Workers' Right to Disconnect

LETTER FROM THE SECRETARY GENERAL



Dear friends,

One of the most important steps in the period from 2021 to 2024 has been the institutionalizing of CEC European Managers' event Sustainable Leaders Summit (SLS).

It started out in the tough grip of Covid as a hybrid event with only a few people present at the conference in Brussels. It was staged on November 26th, 2021, under the headline "New times, New challenges, New Leadership - Sustainable leaders Summit."

We had great panel discussions, shared transition stories with leaders that had led sustainable change. Representatives of Business Europe, ETUC and the Commission joined us and shared their views, and we presented the CEC sustainable leadership model.

This first event took place during a lockdown period in Europe. It was such a success that it was decided to become a yearly summit. The following SLS was staged to be held in Brussels on the 2nd of December 2022.

In 2022 we set out to explore how to create attractive and sustainable workplaces in Europe through sustainable leadership.

We zoomed in on Principle 5 of The European Pillar of Social Rights: "Secure and adaptable employment" showing that Sustainability is much more than CO2 emissions and fossil fuels.

The concern was the megatrend on the great leave. People on the other side of Covid-19 were quitting their jobs for no other reason than seeking change. A CEC representatives' strong panel with Swiss Leaders - Ms Claire Lise Rimaz, of CFE-CGC in France, Mr. Francois Hommeril, of ULA in Germany, Mr. Ludger Ramme and CEC President Maxime Legrand discussed:

"How can we develop more attractive and sustainable workplaces in Europe?"





TORKILD JUSTESEN

SECRETARY GENERAL

These two events placed CEC European Managers as an important driver of sustainable leadership in the broadest sense.

The SLS has provided us with a platform of relevance that has given access to a series of meetings with members of the European Commission, MEP's and other EU stakeholders.

The final proof of concept was the SLS 2023 held within the European Parliament.

The event was hosted by CEC European Managers following the invitation by MEP's Bergur Løkke Rasmussen and Niels Fuglsang.

On this occasion, the summit focused on the importance of leadership even when discussing the role of European leaders and managers when it comes to solving the greatest challenge of our time - the climate and nature crises.

We stressed out that the EU is becoming a global climate leader. Thus, there is a need for EU businesses and public leaders to become climate leaders too.

How can the leaders take on this responsibility? What are the needs and opportunities of leaders and managers? And how can the EU, the management organisations, and other partners, support leaders and managers in becoming green agents of change in European companies?

That led to an important panel discussion framed by our President, Maxime Legrand, with MEPs and experts.

ACTIVITY REPORT 2021-2024

The SLS 2023 made evident that we have created an important summit.

Participants came from all over Europe, and we had a mix of representatives of stakeholders within our own member organisations, NGO's, companies, politicians, and representatives of the EU Commission.

The participants praised the event and many asked for the date of the subsequent SLS.

The next event should be at the end of 2024.

We should aim for another SLS in the European Parliament.

This could be a challenge, though. We shall this year have a newly elected Parliament, and they may need to find their bearings before it is possible. But the date is not of the greatest importance.

The important issue is not to let go of the SLS concept. Maybe this is best done by postponing the next event to sometime in 2025, but we truly need a next one.

I have to thank my working group members. They are representatives from across our member organisations who have shared their expertise on sustainable leadership. Together, we have been able to draw up a vision statement and a mission statement on sustainable leadership.

These statements led to their adaptation as CEC policy at our General Assembly in Stockholm in June 2023.

Thank you all.

It has been a privilege to work with you.



TORKILD JUSTESEN

3. TIMELINE

2021.2024



2021

Due to the COVID-19 health context, the elective General Assembly was organied in an online format, with more than 50 delegates from all over Europe.



ON THE EU SOCIAL ECONOMY ACTION PLAN EXECUTIVE

The first summit of the Sustainable Leaders EU project was organised by CEC European Managers in an online format.



70 YEARS OF HISTORY

President Maxime Legrand called for better synergies within EU policy-making to achieve Europe's ambitions for 2030



MEETING WITH COMMISSIONER NICOLAS SCHMIT



CEC European Managers highlighted the importance of mainstreaming sustainable business model innovation, including innovation on social impact, across economic sectors.



FIRST SUSTAINABLE LEADERS' SUMMIT 2021: NEW LEADERSHIP FOR NEW TIMES

Between 7-8 October, EU Delegates met to discuss manager's in building Europe's future while celebrating 70 years of CEC European Managers.

TRIPARTITE SOCIAL SUMMIT



CEC Executive Board met Commissioner for Jobs and Social Rights, Nicolas Schmit. The meeting represented an opportunity for exchanging on the priorities of CEC for the next years.



SUSTAINABLE LEADERS' SUMMIT: SUSTAINABILITY AT THE HEART OF **MANAGERIAL PROFESSIONS**

CEC's working group on Sustainable

Leadership invited three young leaders to listen to the purpose that drives

them and better understands how they

envision the world of work in the future.

The one-day event provided important insights on how to bridge the gap between sustainability ambition and reality - by mainstreaming a new type of leadership that empowers sustainable impact through work.

2022

WORKING GROUP

Leyen, President Michel, and to High Representative Borrell in favour of peace.

JANUARY SUSTAINABLE LEADERSHI

CEC sent a letter to President Von der



LETTER TO HIGH EU REPRESENTATIVES **EXPRESSING FULL SOLIDARITY WITH**

EBRUARY

UKRANIAN PEOPLE

On the anniversary of the Schuman Declaration, which laid the foundation to the European Union, CEC European Managers reinforced its support to the Institutions and solidarity with the Ukrainian



CIC AT THE INTERNATIONAL LABOUR CONFERENCE



The seventh work programme 2022-2024 of the European social partners aimed to strengthen autonomous social dialogue at European and national levels.



SPEECH ON THE STATE OF THE UNION

At the 109th Session of the International Labour Conference in Geneva, Maxime Legrand shared the view of managers on the effects of COVID on the future of work and the action needed to ensure a humancentred recovery from the pandemic.



DECLARATION ON

#EUROPEDAY2022

JOINT POLICY AGENDA WITH SOCIAL PARTNERS **"EUROPEAN SOCIAL DIALOGUE** WORK PROGRAMME 2022-2024"

President von der Leyen held the traditional State of the Union speech. The war in Ukraine and its consequences on the global energy and commodities markets represented the focal point of her intervention.

CEC European Managers wrote to the Presidents of the European Commission and the European Council, the Commissioner for Energy and the representatives of the Czech Presidency, to share its views on the intertwined implications of the multiple crises that our continent is experiencing and how policy should address them.



CEC European Managers hosted the second edition of the Sustainable Leaders' Summit. The one-day conference, taking place in Brussels and online, explored how Sustainable Leadership can help in creating sustainable and attractive workplaces for all.



TELEMANAGEMENT GUIDELINES



WEBINAR: "Designing Artificial Intelligence for People, Planet and Prosperity"



CEC ADDRESSED EU LEADERS: EU COMMISSION / EU COUNCIL & COMMISSIONER FOR ENERGY



President Maxime Legrand presented indications on how robust measures should be adapted to tackle the energy crisis and the cost of living crisis.



SUSTAINABLE LEADERSHIP SUMMIT

2023

CEC Eurpopean Managers' Telemanagement Guidelines provided comprehensive resources for relevant stakeholders such as team leaders, policy-makers and social partners.



CEC EUROPEAN MANAGERS LAUNCHES A NEW WORK PROGRAMME CEC European Managers shared and presented the new "From climate crisis to climate action: 10 principles for future climate leadership" report by its member organisation Lederne from Denmark.







ANNUAL CONFERENCE
OF THE UNITED LEADERS
ASSOCIATION - ULA

President Maxime Legrand made a speech at the Conference of CEC's German member on the importance of policymaking and social dialogue.

The Vision, Mission and the Statement for a Sustainable Leadership were approved.





INTERNATIONAL LABOUR CONFERENCE

President Maxime Legrand highlighted the need for managers to take part in the decision-making process.

The statement is a strategic compass that will inform how CEC can deliver on the expectations of its membership.

THE SUSTAINABLE LEADERSHIP STATEMENT IS ADOPTED



AGEISM EXCLUDES
MANAGERIAL
TALENT
by LEDARNA

A new report from CEC Swedish member Ledarna showed that the likelihood of being contacted by an employer for recruitment drops sharply as early as the age of 40.

Between 21 and 22 September, the Spanish presidency of the Council of the EU organised a high-level event in Santiago de Compostela and invited president Maxime Legrand to represent EU managers.



HIGH-LEVEL EVENT:
THE FUTURE OF WORK
AND OF SOCIAL DIALOGUE

2023





TRIPARTITE SOCIAL SUMMIT

CEC European Managers and MEPs Bergur Løkke Rasmussen and Niels Fuglsang held the third edition of the Sustainable Leaders' Summit in the EU Parliament.

2024

CEC published guidelines to provide orientation and inspiration to advance on making the business model, products, and services more sustainable.



CEC European Managers launched a campaign to promote 7 key priorities for the European Elections. The campaign endorsed the Use Your Vote claim made by the EU Parliament with the Use Your Leadership motto. In Brussels, CEC President Maxime Legrand highlighted the importance of making jobs attractive to tackle labour market gaps.



3TH CLIMATE
LEADERSHIP SUMMIT
AT THE EU PARLIAMENT



PRACTICAL GUIDELINES FOR LEADERS ON SUSTAINABILITY

CEC published a position paper on Artificial Intelligence to lay out the role of leaders in promoting AI development.

USE YOUR LEADERSHIP CAMPAIGN

2024



"LA HULPE DECLARATION" ON THE EUROPEAN PILLAR OF SOCIAL RIGHTS



CEC European Managers' Director, Olga Molina, represented CEC at the EU Diversity Month kick-off in Brussels, and exchanged some words with the EU Commissioner for Equality Helena Dalli.





The High-Level Conference on the European Pillar of Social Rights gathered ministers from several European Union countries and social partners. CEC represented managers at the event, and attended the signature of the declaration by the EU Commission, the EU Council, the EU Parliament, social partners and the EU Member States.

EU DIVERSITY MONTH KICK-OFF IN BRUSSELS



The EU Parliament recognised CEC European Managers as an official partner of the EU Elections and endorsed the campaign "Use Your Leadership."

LETTER FROM THE DEPUTY SECRETARY GENERAL

Dear friends,

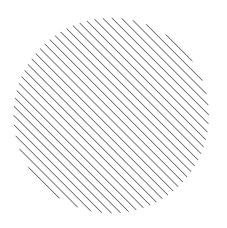
It has been a pleasure and an honour to serve as a member of the CEC Board for the last three years after having been a member of the European Economic and Social Committee (EESC) for five years representing the European managers.

It is now the moment for me to make space for bright and younger new members of the Board.

Over the past three years, I have witnessed the President and the Board's unwavering dedication and commitment, which has led to significant progress and growth for our organisation. I am proud to have been a part of this journey.

In particular, I want to underline:

- The harmony (all decisions taken unanimously).
- The activity of the 4 WGs.
- The improvement of CEC's role in the social dialogue.
- A new staff: younger and more focused and motivated.





But I also want to submit to the new Board some considerations about the future activity focusing on what I consider the priorities of our fellow managers:

- A better communication and action concerning Shareholders,
 Federations and Social Partners
- A greater contribution to the debate about the future of Europe (new treaties, enlargement, fiscal union, and so on).
- More focus on "development"
 (industrial policies, energy, social rights).
- A second phase of the Smart Change WG, in particular regarding the new different approaches to clean energy production and utilization.

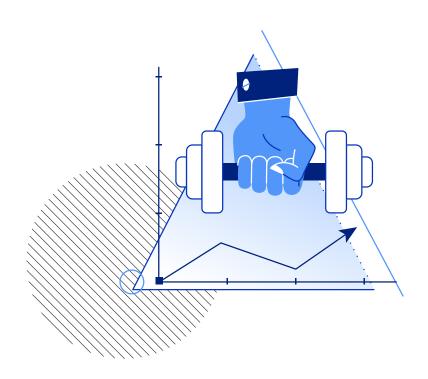
Thank you, and long live CEC and United Europe!

MARCO VEZZANI
DEPUTY SECRETARY GENERAL



4.

WORKING GROUPS



4. WORKING GROUPS



WORKING GROUP ON SMART CHANGE

Marco Vezzani, Chair of the Working Group Franco Del Vecchio Anne-Catherine Cudennec Silvia Pugi Roberto Saliola Paolo Filauro Nina Langerholc Čebokli Wencke Jasper

PUBLICATIONS

Smart change, Position paper, coming soon



WORKING GROUP ON GENDER EQUALITY AND INCLUSIVE LEADERSHIP

Ebba Öhlund, Chair of the Working Group Maria José Fraile Monte Eric Freyburger Wencke Jasper Kaja Primorac Silvia Pugi Eva Santo Antonio

PUBLICATIONS

Mainstreaming Gender Equality in European Leadership, Position paper, May 2021





WORKING GROUP ON DIGITALISATION AND ARTIFICIAL INTELLIGENCE

Maxime Legrand, Chair of the Working Group Petra Wagner Carla Cunha Pedro Rola Antonio Ferrara Nicolas Blanc Hannes Sjoblad

PUBLICATIONS

Telemanagement Guidelines Leading teams in digital working environments, January 2023 Leadership and partnerships for purposeful Al: Position paper, February 2024



WORKING GROUP ON SUSTAINABLE LEADERSHIP

Torkild Justesen, Chair of the Working Group Sonja Klopčič Ludger Ramme Claire-Lise Rimaz Anders Koch-Hess Madeleine Gilbert Silvia Pugi Antonia Mota.

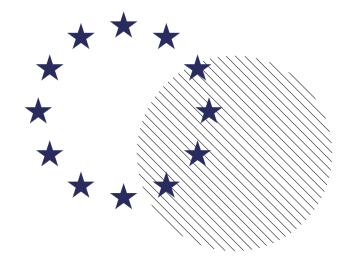
PUBLICATIONS

Mainstreaming sustainable leadership, the next horizon for the world of work, May 2022



5.

OUR TASK TOWARD THE EU INSTITUTIONS



5. OUR TASK TOWARD

THE EU INSTITUTIONS

The social partner organisations represent the interests of European workers and employers.

The main cross-industry organisations representing social partners at EU level are:



THE EUROPEAN TRADE UNION CONFEDERATION (ETUC)

The European Trade Union Confederation (ETUC) is the major trade union organisation representing workers at the European level. CEC European Managers is an affiliated organisation of ETUC.





Eurocadres is an affiliated organisation of ETUC-CES and, together with CEC European Managers, it voices the cross-sectoral interests of Professionals and Managers through advocacy, social dialogue, collective bargaining and joint work with member organisations and cooperation partners.



THE UNION OF INDUSTRIAL AND EMPLOYERS' CONFEDERATIONS OF EUROPE (BUSINESSEUROPE)

BusinessEurope is a European employers' association and lobby that defends the interests of private business employers within the European Union.



EUROPEAN ASSOCIATION OF CRAFT, SMALL AND MEDIUM-SIZED ENTREPRISES (UEAPME - SMEUNITED)

SMEunited represents the interests of European crafts, trades and SMEs at EU level. Its 67 member organisations from 34 European countries consist of national cross-sectorial SME federations, European branch federations and other associate members.



EUROPEAN CENTRE OF ENTERPRISES WITH PUBLIC PARTICIPATION (SGI EUROPE)

SGI Europe is the international employers association consisting of enterprises and organisations with public participation or carrying out activities of general economic interest.

Alongside these cross-industry organisations are many other socio-professional groups representing specific or sectoral interests.

Article 152 of the Treaty on the Functioning of the EU recognises the role of the social partners in labour relations and European social dialogue. They represent their members during consultations with the Commission and the negotiation of collective agreements.

They also sit with the European Economic and Social Committee, alongside other organisations representing civil society.

EVENTS AND HIGHLIGHTS



TRIPARTITE SOCIAL SUMMIT

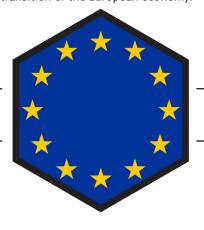
During his speech at the Tripartite Social Summit on 20 October 2021, Maxime Legrand highlighted the important role managers play in making the EU's green and digital transitions work.



SUSTAINABLE LEADERS' SUMMIT: SUSTAINABILITY AT THE HEART OF MANAGERIAL PROFESSIONS

The First Sustainable Leaders' Summit took place both online and physically on the 26th of November 2021.

It gathered a group of inspirational leaders to discuss the sustainable transition of the European economy.





THIRD CLIMATE LEADERSHIP SUMMIT AT THE EUROPEAN PARLIAMENT

On 28 November 2023, CEC European Managers organised the third edition of the Sustainable Leaders' Summit in the European Parliament in Brussels.



THE EU PARLIAMENT ENDORSES OUR "USE YOUR LEADERSHIP" CAMPAIGN

On the 2nd of May 2024, the European Parliament endorsed CEC European Managers's campaign for the European Elections "Use Your Leadership" and included the "7 Managers Key Priorities" in the 2024 EU Elections official multiplier's list.



WEBINAR: MAKING SMART CHANGE HAPPEN WITH ORGANISATIONAL EVOLUTION AND INNOVATION

CEC European Managers organised a series of webinars dedicated to analyzing how companies and business models are adapting via Smart Change.



CEC EXECUTIVE BOARD MET COMMISSIONER FOR JOBS AND SOCIAL RIGHTS, NICOLAS SCHMIT

The meeting represented an opportunity for exchanging on the priorities of CEC European Managers for the next years, in a socio-economic context marked by the recovery from the pandemic and the need to continue on the path to succeeding the twin transitions.

LETTER FROM THE TREASURER



Dear all,

It might be more important than ever to see a strong, united Europe; CEC European Managers will continue to provide an important platform for European managers in the coming years.

Over the last few years, the health crisis has challenged leadership in various areas all over Europe, and since 2022, we have had a war in Europe.

Together, we have met the new requirements for managers through adjustment, flexibility, and cooperation.



EBBA ÖHLUND

In 2018, I was elected deputy secretary general for CEC European Managers.

I have been the Treasurer of CEC since 2021. Before that, I was part of the steering committee and General Assembly and represented Ledarna in the task force.

I have also represented Ledarna in several CEC work groups and participated in the European project "Women in Management."

It is essential to cooperate with sister organisations around Europe, focusing on the value of good leadership.

Since its foundation, CEC has been campaigning for gender equality and diversitye at all societal and labor-market levels, including company decision-making positions.

During this period, I am proud to have had the opportunity to lead a group of skilled and experienced managers from our member organisations.

In 2022, CEC arranged a conference in Stockholm on gender equality and diversity. I aim to continue this important work.

Over the last three years, I have had the opportunity to work with a committed team consisting of Maxime Legrand, Torkild Justesen, and Marco Vezzani.

Together with our dedicated and skilled staff and the experts from our member organisations, we have worked with well-functioning working groups on topics such as digitalisation, sustainability, smart change, and, as mentioned earlier, gender equality.

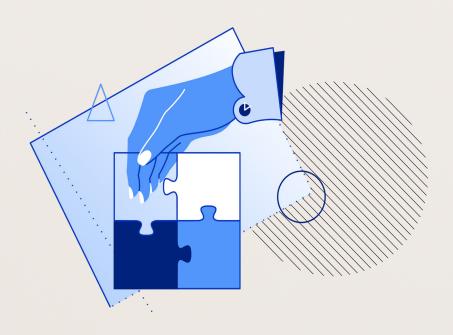
We have a balanced budget and can foresee a steady and positive future.

EBBA ÖHLUND

The Others

7.

OUR EUROPEAN PROJECTS



7. OUR EU PROJECTS

CEC European Managers leads and coordinates EU projects. Between 2021-2024, we have been working on the "Sustainable Leadership for a Fair and Green Transition" project as well as the still ongoing project "Beyunbi - Beyond Unconscious Bias."



sustainableleaders.eu

Sustainable Leaders is a platform that provides resources to mainstream sustainable leadership in the world of work. It has been built as a result of the Sustainable Leadership Project.

Thanks to the financial support of the European Commission, CEC European Managers contributes to mainstream sustainable skills, behaviours and values in European management.

Illustration: project targets and Participation in social dialogue system dynamics structures Capacity of Individual manager Sustainable trade unions Capacity to train and disseminate knowledge on leadership on sustainable leadership social dialogue Capacity to take policy capacity-building arial dialogue Mainstreaming of sustainable practices in in companies all business functions (and triple bottom line better transparency for society and Higher probability for higher Mainstreaming of sustainable business practices Systemic impact on triple bottom line performance

The project has:

- 1. Modelled Sustainable Leadership.
- 2. Ploted a training scheme for managers.
- 3. Engaged social partners and policy makers on the topic.
- 4. Created policy recommendations to mainstream Sustainable Leadership in private and public sector management.





beyondbias.eu

The purpose of the project is to investigate the level of knowledge among European managers of the concept of unconscious bias and its impact on managerial practices. The aim is to develop a training programme that provides leaders with the right tools to detect such attitudes in their behaviours. Beyunbi aims to share important resources and results to the benefit of European managers.

Working plan:

- 3 steering committee meetings (one videoconference)
- 1 study and report on unconscious bias in the EU
- 3 transnational seminars on unconscious bias
- 1 dissemination conference
- 1 project website to share best practices

Beyunbi is performing the following actions:

- 1. A survey of EU managers on their approach, knowledge and perception of unconscious bias.
- 2. Three training seminars for approximately 20 selected European managers attending each seminar to illustrate practical examples of tools and techniques.
- 3. Communication and dissemination activities, including a final hybrid conference.



Dear member of CEC European Managers,

We are participating in a project for the EU Commission regarding discrimination and unconscious bias. The project aims to uncover the significance of unconscious bias on discrimination due to age, gender, ethnicity, and sexuality.

The EU project is a collaboration between CEC European Managers, CFE-CGC in France, Lederne in Denmark and the European organization Europeanes.

You may read more on the project here:

One of the cornerstones of the project is a survey prepared by the Danish University of Southern Denmark - SDU, and through CEC European Managers it has been distributed to managers in its member organisations.

On behalf of CEC European Managers, we hope you are willing to participate in the survey and thus help ensure that European managers are well represented in

Your answers are completely anonymous. The questionnaire takes approximately 10 minutes to answer, and to get started click on this Link:

The deadline for answering the survey is 28th of April 2024.

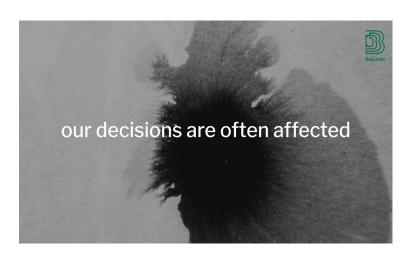
When the overall report of SOU is available later this year, you will of course receive a link, giving you the opportunity to read about the results that your answer has helped to create.

We thank you in advance for participating

RESPOND TO THE SURVEY HERE

BEYUNBI Survey







8. OUR COMMUNICATION

USE YOUR LEADERSHIP

EU ELECTIONS 2024

On the occasion of the European Elections 2024, CEC European Managers joined forces with the European Parliament and endorsed the EU institutions campaign "Use Your Vote".

CEC European Managers adapted the "Use Your Vote" claim to "Use Your Leadership" and published and disseminated 7 key priorities for managers.

As a result of that, the European Parliament responded to CEC European Managers and invited us to become official communication partners.





6-9 JUNE 20

USA LA TUA LEADERSHIP.



6-9 JUNE 2024

USE YOUR LEADERSHIP.

YOUR.





Communication Partner for the European Elections 2024

An official agreement between the European Parliament and CEC European Managers was signed on the 14th of May 2024.

CEC European Managers has, therefore, become an official partner of the EU institutions, which have also shared our campaign through the official EU Electons website together.eu.

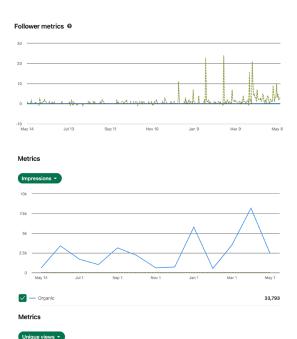
SOCIAL MEDIA

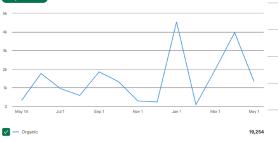


LINKEDIN PAGE

+ 356

NEW FOLLOWERS
IN THE LAST YEAR





1,320 FOLLOWERS
+8,300 IMPRESSIONS (IN THE LAST YEAR)
9,5% ENGAGEMENT RATE
(99,5%+ COMPARED TO COMPETITORS)

NEW INSTAGRAM PROFILE

@CEC_EUROPEAN_MANAGERS









827 FOLLOWER

CEC European Managers

@CEC_Managers

The voice of European managers and EU social partner. Putting leadership issues on the political agenda – since 1951. #UseYourLeadership

1,145 Following 827 Followers



cec-managers.org

CEC EUROPEAN MANAGERS

The voice of European Managers

Director
Olga Molina Tomey
+32 473 39 22 97
molina@cec-managers.org

Communications Officer
Pere Vilanova Estrada
+34 699 57 20 15
vilanova@cec-managers.org

Administration Officer Georgette Ould info@cec-managers.org



2021 2024



