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Brussels

Speech by Maxime Legrand at the Tripartite Social Summit

Topic: *How to enhance conditions for productive investment and quality jobs in Europe*

**Dear President von der Leyen,
Honorable representatives of Hungary, Poland, and Denmark,
Dear social partners and colleagues,**

As President of CEC European Managers, representing the Liaison Committee with Eurocadres, I speak today for the joint representation of European managers.

Dear all,

The challenges we face - economic uncertainties, fragile social dialogues, and escalating geopolitical tensions - demand more than words. We must act boldly and decisively to secure our continent's future.

The data and reports are clear. Past choices have weakened our competitiveness. If we fail to act now, prosperity will be reserved for a shrinking few, fueling frustration and radicalism. It's time to change course, and the path is clear.

High-Value-Added Jobs and European Excellence

Our priority must be the creation of quality jobs that offer economic value, personal fulfillment, a diverse and large ecosystem of qualifications, jobs and remunerations.

Europe should produce products and services that the world desires, rooted in sustainability, innovation, and excellence. This is achievable if we align policies, investments, and training toward this goal.

A New Relationship with Work

Work must be more than a means of survival. It should enable growth and pride. We need a new social contract that emphasizes shared prosperity and collective participation. Cost-cutting strategies have lived too long.

Training and equipping our European Managers with the right skills

Is crucial for our future because they must guide the green transition, embrace digital technologies, promote inclusivity, harmonize economic growth with social responsibility and sustainability.

Fair and redistributive tax policies

Are essential to stimulate effort and innovation. Tax systems should reward entrepreneurship and those who invest in their own skills to shape Europe's future. Aid for businesses must be conditional on the positive societal and environmental impacts generated.

Développement of our capital markets

is critical for our competitiveness. We must ensure that European citizens' savings are invested in our economy, promoting financial education, employee ownership and wider participation in wealth creation.

Restoring trust

is vital to overcome these challenges. Energy is the lifeblood of life and everything. Europeans must be assured that energy will remain abundant and competitively priced.

But energy goes beyond the physical. The immeasurable energy of human commitment is just as vital. We must inspire our citizens to imagine and work toward a future of lasting prosperity. It's not about forcing them or restricting freedoms, but about reimagining our shared future with inspiration and determination.

Looking Ahead

Madam President, by 2029, we and our children will be five years older. I hope we can create a Europe that fosters innovation, production, and competitiveness while being inclusive, green, and humane. The time for action is now, and responsibility rests with all of us Europeans—not just with markets or other continents.

Thank you for your attention

Maxime Legrand
CEC European Managers president