

## SUMMARY

Editorial	1
CEC meeting in Rome	2
CEC-Eurocadres conference on CSR	3
Promoting Women's Leadership	4
Our members	5-6

## EDITORIAL

As I sit down to write this editorial the world around me is buzzing with discussions and outrage over the awful attack on democracy and free press in France. Many of us share a profound feeling of pessimism over where the world is heading, and over how to bring back the stable and hopeful society we all want to live in.

The attack in France is just one of many acts of terrorism in the world these last years and it is sometimes difficult to see how we as CEC, and our member organizations, can contribute when violence and hate seem to have taken over.

And still, although it may seem like a weak reaction in days like these, I think that our answer to the terrorist actions and the increased violence lies in not letting go of the dialogue, and to keep on talking instead of fighting.

The arena for CEC is the social dialogue, which contributes to defining the conditions in the workplace of many millions of people in Europe. The newly elected European Commission has stated its intention to relaunch social dialogue and inject new life into the exchange between social partners. This ambition is most welcome and can, if fulfilled, be one way to contribute to reestablish an open and transparent society.

For CEC and for managers the social dialogue has more than one aspect. Of course we want managers to have good working conditions and a safe and healthy work life in their role as employees. But we also know that the presence of a good and transparent social dialogue based on trust between employers and employees will help managers perform their duties and reach their goals for the company. Lack of trust and intolerance will lead to lower engagement and less effective businesses. No manager can take full responsibility and do a good job when there are fighting and conflicts going on in the workplace or at a society level.

At the heart of social unrest and violence there is always the problem of people not having jobs and not having a hope for the future. With the support of a well-developed social dialogue at all levels, managers can help in creating good workplaces that welcome diversity and at the same time contribute to setting strong, competitive companies, with more job opportunities.

As CEC we strongly condemn attacks on the open, free and democratic society, and we know that all our national members and their affiliates are committed to keep the dialogue alive and fight against violence.



**Annika Elias**  
President of CEC European Managers

# European managers and the crisis: a CEC European Managers roundtable in Rome



Last October 10, in the occasion of the CEC European Managers traditional autumn Steering Committee organized in Rome, representatives of CEC Member organizations gathered for a roundtable to discuss the crisis and the managers' approach to face it. Around forty participants, including journalists, politicians and other representatives of civil society have met to exchange views on what have been the main causes of the current economic and social crisis but also what solutions could be put in place to find a way out of it. The roundtable represented also an occasion to greet two friends of CEC European Managers, former CEC President Mr. Maurizio Angelo and former CIDA President, Mr. Giorgio Corradini, who contributed in their respective role to the growth and affirmation of CEC as a relevant social partner on the European scene.

Speakers of the debate (moderated by Luigi Caprioglio, Secretary General of CEC European Managers) were Mr. Silvestre Bertolini, President of CIDA, the Italian organisation representing Italian managers, Ms. Annika Elias, President of CEC European Managers and Mr. Gianfranco Polillo, economist and former Undersecretary of State in the Italian government.

The first presentation was given by Mr. Bertolini, who stressed the importance of focusing on recovery and economic growth and called on the necessity to adopt new measures and a different policy orientation. President Elias followed in the discussion, reminding first how overall international tensions play an important role on the concrete prospects of growth and economic recovery. She then insisted on the fact that all structural reforms adopted throughout the crisis have been a necessary step to modernize European economies, but at an often too high social cost. Such modernization efforts will have to continue (including those concerning our welfare systems), but without calling into question the current levels of social protection that are at the basis of the European social model, one of the distinctive traits of the «European system».

In the end, Mr. Polillo drew some

Participants to the round table

final conclusions on the current state of European economy, which necessitates a stronger and better coordination of the measures adopted by national governments. It is necessary that European countries agree on a «compromise», aiming at common economic growth and recovery. In order to do this, European governments should be ready to renounce to measures that could be favorable in a domestic perspective but that would risk amplifying the effects of the crisis when considered in the European context.

The debate on the consequences of the crisis on our social and economic fabric and the right strategies to overcome it remains high in the agenda of European social partners and representatives of civil society.



From left to right : Mr. Silvestre Bertolini, President of CIDA, Ms. Annika Elias, President of CEC European Managers, Mr. Gianfranco Polillo, economist and former Undersecretary of State, Mr. Luigi Caprioglio, Secretary General of CEC European Managers and moderator of the meeting

# CEC and Eurocadres present a joint declaration on the role of managers and professionals in CSR



European Commission as well as the expert for CSR issue of CEEP, the European social partner representing employers in public services) acknowledged that social dialogue can play a fundamental role in promoting the diffusion of CSR practices within companies, but only if managers and professionals are given the possibility to be entirely represented within the dialogue. On the second conference day, participants were invited to attend to four distinct working groups chaired by managers and professionals who shared their own experience of how CSR policies are implemented within the companies they work for. Among the managers who chaired the working groups, two representatives of CEC European Managers' member associations from MPA (Great Britain) and MAS (Slovenia). Finally, a larger panel debate closed the conference, with speakers from the public suggesting that a one-size-fits-all solution to increase the prominence of CSR policies within the overall business strategy and consequently reinforce the role of managers in this process doesn't exist.

During a European Conference organized in Brussels last November 26 and 27, Eurocadres and CEC European Managers presented a joint declaration on the role that managers and professionals play in shaping CSR strategies and policies adopted by companies. More than 60 managers, professionals, experts of CSR policies and academics participated in the two-day gathering, which came as a conclusion of a European project initiated last year.

The conference was opened by the Presidents of the two organizations members of the project, Mr. Martin Jefflen from Eurocadres and Ms. Annika Elias from CEC European Managers. In their speeches, Mr. Jefflen presented among other themes the content of the joint declaration and reminded how crucial the involvement of managers and professionals in the definition and implementation of CSR strategies can be, while Ms. Elias pointed out that managers and professionals are in the right position to pass the message that being CSR-minded is also a business issue. More in detail, the joint position stresses in the first place how the insufficient involvement of managers and professionals in the definition and implementation of CSR strategies is in itself one of the reasons of the low success of CSR, despite the role that managers play in "conceptualizing" and defining all company strategies and the "bridge-building" function they have in relation to employers and the ordinary workforce. For

Ms. Annika Elias at the panel discussion on the first conference day.

this reason, and in order to prevent situations of conflict of interests for managers, it is necessary to make sure that managers are represented at the level of the company they operate in as well as at a higher, more "political" level, and are given the possibility to contribute to the definition of the CSR company strategies. Along these lines, Eurocadres and CEC European Managers call on companies, trade unions and the European Commission to operate towards a full integration of CSR in their respective core activities, raising companies' sensibility for CSR issue through social dialogue and a complete recognition of managers and professionals as key actors in implementing CSR.

These interventions were followed by a thematic introduction on the concept of CSR and its multi-dimensional nature, its most recent developments and the prospects for future possible legislative provisions and policy orientations, focusing on the measurability. The first conference day ended with a panel discussion, providing more "political" analysis not only on the role of managers in CSR and the possible obstacles they can encounter in performing their tasks, but also on the more general "position" of CSR strategies in relation to overall business preferences and obligations and, more in particular, to social dialogue. All the panelists (who included also a representative of the



Mr. Ludger Ramme, Deputy Secretary General of CEC European Managers, takes the floor during the Conference

Through this joint project CEC European Managers wants to stress once more the importance of its relation with Eurocadres in order to ensure that the voice of managers is heard in Europe, and that the expectations of major consequence for the category of workers CEC and Eurocadres represent are given the right visibility on the European scene.



## The European project «*Promoting women's leadership*» comes to an end.

One year after its launch, the European project "Promoting Women's Leadership" (promoted by CEC European Managers and its partners Eurocadres, Ledarna and CFE-CGC) has come to an end, with the production of two studies addressed to the wider public.

The project, which received financial support from the European Commission, aimed at investigating the causes of the low proportion of women achieving managerial positions, and delivered two documents. First, a study produced by Prof. Linda Senden of the University of Utrecht covering two main issues: how quickly has changed the situation of women representation in managerial workforce in Europe (if it has changed at all) and what has been the impact of both legislative provisions and voluntary measures adopted by European business to increase the proportion of women achieving managerial

positions. In addition to the study, a compilation of best practices has been produced by Mirella Visser, expert in the issue of women and management: based on interviews with female managers and HR experts of selected European companies, this report aims at presenting effective measures and policies adopted at company level in terms of employment conditions, based on the principle that female integration is "good for business", and integrates the personal experiences of interviewed women.

The final version of these two documents in three languages (English, French and German) will be available for download on the project website [www.womeninmanagement.eu](http://www.womeninmanagement.eu) as of the end of January 2015; a presentation event will be organized in February at the European Parliament in February.

➤ For more information, please visit regularly the website [www.womeninmanagement.eu](http://www.womeninmanagement.eu)



## CFE-CGC celebrated its 70th anniversary

Last December 8<sup>th</sup> CFE-CGC celebrated its 70<sup>th</sup> anniversary in Paris, at the Wagram ballroom, located close to the Place Charles de Gaulle – Etoile. The venue chosen is a symbolic one, as the first confederal congress of CFE-CGC took place exactly in the same location on June 24<sup>th</sup>, 1945. 400 delegates of CFE-CGC, representing the federal, regional and national levels gathered to celebrate the past 7 decades of development of the Organization, but also to state clearly the priorities for future action. Guests were invited to take part in roundtables, to remind the reasons behind the foundation of CGC and the values of the organization, later evolved into CFE-CGC. 70 years later, these values are still valid, as the current economic and social situation, both in France and in Europe, demands that managers contribute to the economic recovery and the improvement of working conditions.

This celebration was marked by the visit of the French Minister of Labour, Mr. François Rebsament. The Minister,

who was warmly welcomed by all delegates, praised the qualities of CFE-CGC. "70 years, it's the strength of your skills and experience, it's about the strength that comes with your age. CFE-CGC reflects society; it reflects the ascent of middle class, of which you are the representative. You also represent the process of feminization of the professional world. And it's true; the future of managers must be taken into account. Managers' activity should be further highlighted, as it is managers who make change possible within the company". Declared the Minister also delivered a message of the President, Mr. François Hollande, and of the Prime Minister, Mr. Manuel Valls, both stressing the contribution of CFE-CGC to the French society as a whole and not just in favor of managers.

Representatives of CEC, the European confederation of managers to which CFE-CGC adheres, were invited to the celebration. CEC was present with its Deputy Secretary General, Mr. Ludger Ramme.



From left to right : Mr. Christophe Lefevre, National Secretary of CFE-CGC, Ms. Carole Couvert, President of CFE-CGC and Mr. Ludger Ramme, Deputy Secretary General of CEC European Managers at the celebration for the 70th anniversary of CFE-CGC



## Beauty and the Beast: Don't Underestimate the Power of Talents

International conference on inclusion and equality in Slovenia

Managers' Association of Slovenia (MAS), together with the Ministry of Labor, Family, Social Affairs and Equal Opportunities of Slovenia prepared a program, called Include.all, which received European funds in order to set the model and achieve higher level of representation of women in leading positions in management and politics in Slovenia in next few years.

One of the planned initiatives within the program Include.all is the preparation of a 6-tool-model that will help business, leaders and managers, reduce gender gap within the business organizations; another measure, also very important, is the international conference on Gender Equality. It will be held in Slovenia on February

5<sup>th</sup> and 6<sup>th</sup> 2015.

Guest speakers and panelist will be mag. Violeta Bulc (European Commissionar), dr. Anja Kopač Mrak (Minister of Labor, Family, Social Affairs and Equal Opportunities in Slovenia), Madi Sharma (European Social and Economic Committee), mag. Andreja Kodrin (Challenge Future), dr. Sarah Rutherford (Rutherford Research), Allyson Zimmermann (Catalyst Europe), Sofia Falk (Wiminvest), Simona Paravani-Mellinghoff (leading expert on banking, talent management and inclusion) ... great and inspiring women from all walks of life!

More on the conference program, speakers and registration form (no fee required) can be found on: <https://conferenceincludeall.wordpress.com/>.

The conference is partially financed by European Commission and is part of the MAS project Include.All.



INCLUDE.ALL

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## eTIC Meeting in Berlin: The digital revolution and the effects on employment



Participants to the eTIC meeting in Berlin.

Representatives of the CEC-branch federation eTIC met in Berlin last November 28<sup>th</sup> 2014 for a colloquy and to adopt several resolutions regarding the developments in the sector. The exchange about the social dimensions of consolidation scenarios in the sector also focused

on the involvement of the middle management in decision-making-process of companies.

eTIC-President Sebastian Müller and General Secretary Thierry Meurgues welcomed the participants next to the Brandenburg Gate. After the first

day of exchange the participants took several decisions on up-to-date-topics regarding the sector, such as the call for swift agreement on fundamental rights in the digital environment and a uniform European data privacy standard. The European data protection reform is a step forward and will lead to more effective control of people over their personal data - and make it easier for businesses to operate and innovate in the EU's Single Market. At the European level, the goal is to develop an effective IT security road map. This includes above all the requirement that data privacy be regulated throughout Europe to a uniform high standard. For eTIC a broad support for the principle that non-European companies when offering goods and services to European consumers will have to apply the EU data protection law and the agreement on the fundamental digital rights is urgently needed.



## Forward with the budget, but no turn-back

On November 20<sup>th</sup>, 2014, CIDA organized a press conference at the Press Room of the Italian Chamber of Deputies on the budget law for 2015. At the end of the Conference, during which Mr. Silvestre Bertolini, CIDA President, and Professor Gusatvo Piga commented on the main aspects of this bill, suggestions and remarks issued by CIDA on the theme were sent to the Office of the Italian Prime Minister.

According to Mr. Bertolini, it is necessary to support growth and competitiveness of the Italian economy. A possible way to achieve this objective would imply to renegotiate the 3% budget deficit ratio set by the Fiscal Compact and allow for a breach of this ceiling for the next three years. This would free new resources for public investments without further increasing taxation (24 bn € for 2016 and 46 bn € for 2017, corresponding to 1.2% and 2.3% of the Italian GDP respectively). Half these resources

could be used to reduce overall tax burden, while the remainder could be used to finance public investment. The resulting GDP growth would not only contribute to the reduction of public debt, but would also improve

confidence in Italy with positive effects on public finances, employment and industrial output.



Mr. Silvestre Bertolini, President of CIDA, during the press conference at the Italian Chamber of the Deputies .