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EDITORIAL

Dear reader,

This is my first editorial since my election as President of CEC. During my mandate I want to strengthen the two pillars on which our organizations are firmly built: the first pillar is the Social dialogue where managers play an important role as bridge builders between the top management and the workforce, the second pillar is the collection of know-how in managerial skills which we have to develop continuously.

One of the megatrends in the industry for the coming years is the digitization. The digital revolution is taking place everywhere. In many producing countries it is called Industry 4.0. But what does that mean? Increasing networking of data and information are integrated in the production process.

The integration of machines, software and work opens new efficiency sources and creates also the possibility of a much stronger personalization of products even in the context of mass production.

Most observers believe that this development is still at its beginning. The new technologies could in the coming years cause profound changes in the organization of work, whose impact and direction are still difficult to predict. As a managers' organization CEC European Managers must have an eye on this development.

What employment effects are caused by the increasing digitization? Digitization apparently leads to a higher risk of outsourcing of simple tasks to external specialists and service providers.

Skilled and highly skilled jobs are not so much threatened. Nevertheless, digitalization will change increasingly the decision-making

processes and the competitive behavior of the companies. And that will have effects on the working environment of the managers as well.

Networking will become more and more important. In a modern and more networked organization stronger communication skills will be required. As a result digital conversion makes leadership more demanding and more difficult.

CEC European Managers will contribute in a dual strategy to this development. First, we will address the issue in the Social Dialogue of the EU: the workers side will have to take a welcoming but safeguarding position towards the industry 4.0. Secondly, CEC European Managers will have to prepare its members (and their affiliates) to face this new challenge.

As we already have a great network, it will be possible to organize trainings in different regions and we might engage with a partner who is specializing on providing the required skills to managers.

A message from

LUIGI CAPRIOGLIO,
Secretary General



I am writing these few lines in my capacity of Secretary General of CEC European Managers. I have already had the pleasure and privilege to hold this post during the previous three years, committing myself (together with my colleagues and under the guidance of the President Annika Elias) to the various tasks our association has accomplished since 2012. After being reconfirmed in my post by the Steering Committee last May in Lisbon, I look at the future challenges described of our organization with responsibility and sense of duty. Let me end this short contribution by thanking those who have put their trust in me and my fellow colleagues voting for us at the last Congress. I can ensure that we will all do our best to live up to the expectations of our Members and to serve our main shareholders, the European managers.



Ludger RAMME
PRESIDENT

The new leadership of CEC EUROPEAN MANAGERS elected at the Lisbon Congress.

TRIENNIAL CONGRESS 2015 – 2018

Lisbon | 28 May 2015

CONGRES TRIENNIAL 2015 – 2018

Lisbonne | 28 mai 2015

On Thursday May 28, CEC European Managers held its triennial Congress in Lisbon, Portugal. Like in every association, this Congress has been a moment of particular importance for the Confederation, the event during which its democratic nature achieves its highest expression with the renewal of its leaders. According to the Statutes, a Congress is convened every three years: during it, a meeting of the General Assembly and a meeting of the Steering Committee take place.

The General Assembly, composed of delegates of Member organizations in proportion to their size, acknowledges the results of the closing mandate and ratifies the list of delegates to the following Steering Committee, the executive body of the Confederation. The main task of the newly formed Steering Committee is the election of the four officials who will lead the Confederation for the following three-year mandate.

The new Officers' Team elected in Lisbon is the following :

Ludger Ramme,
representative of ULA (Germany), is the new President.

Luigi Caprioglio,
representative of CIDA (Italy), has been re-elected to the post of Secretary General.

Eva Cozar,
representative of CCP (Spain), is the new Deputy Secretary General

Torill Tombre,
representative of Lederne (Norway), is the new Treasurer.

This new Team offers a balanced representation of the different interests, characteristics and sensibilities of the various Members of CEC European Managers. The Team has an ambitious program, presented by the President during his presentation speech, based on the following main objectives:

- strengthening the position and credibility of CEC European Managers as a European social partner, with capacity and representativeness
- investing on the networking

potential of the Confederation, launching a Europe-wide Managers' panel and cooperating with other organizations focusing on managerial issues

- further improve communication, both internally and towards external stakeholders
- modernize the structure and functioning of CEC European Managers, also through a renewed role of Federations.

A final remark on the new Team: coherently with the great attention that CEC European Managers devotes to the issue of gender equality, the composition of the Team is perfectly balanced: two women and two men, who will be able to take on the challenges of the future.



Ludger Ramme

PRESIDENT

Before being elected as President, Ludger Ramme has been the Deputy Secretary-General of CEC European Managers for the past three years. He was elected in May 2012, after serving for two mandates as Secretary-General. He had already been engaged in the European activities of CEC in previous years, especially as Deputy Secretary-General, between 1996 and 2006.



At a national level, Ludger Ramme works since autumn 1993 for the German Managers Confederation ULA - United Leaders' Association and since 1995 in ULA's management. In 1999 he established new ULA offices in Berlin and became general manager of ULA, before being promoted managing director in 2002.

Graduate in Law, he has also worked at the regional court of Duisburg during his Refe-rendariat (part of the practical education of lawyers); as a government adviser in the Federal Ministry for education and science in Bonn and as an assistant to the management in a company of the Nordstern group.

Born in Germany in 1962, he is married and father of three children.

Luigi Caprioglio

SECRETARY-GENERAL

Born in 1951 in Rosignano Monferrato (Italy), Luigi Caprioglio lives in Casale Monferrato (AL). He's married and has one daughter.



He graduated in Administration and studied in the Faculty of Economics. He performed different trainings in national and international companies in Human Resources, Finance and Administration, Management and Leadership, Purchasing, Quality and Safety.

Since 1986 he held different managerial positions: he worked until 2001 as Human Resources, Organisational Systems, and Purchasing Manager and as Vice-General Manager in a multinational company. Since June 2001, he worked as General Manager for the company Tubigommatorino S.p.A., located in Mirabello Monferrato (AL), producing industrial rubber hoses. Since August 2011, he is Managing Director in this company.

He held different Associative positions: he was National Councillor, Member of the Steering Committee, Head of the Negotiating Delegation for Labour Contract Renewal and Vice-President in Federmanager. At the CEC European Managers Congress in 2012, he was elected Secretary-General, and then reconfirmed in the same position at the Lisbon Congress.

Today he is national Councillor at the CIDA (Italy), Secretary-General of CEC European Managers and Councillor at the European Economic and Social Committee (EESC) in Brussels.



Torill Gjelsvik Tombre

TREASURER

After completing her education in sewing technologies, she attended management classes at the Bergen Business School and at the Norwegian School of Economics (NHH).

Her career started in the clothing sector, where she worked for several companies (Dale of Norway, Lindex SA, Janus Fabrikken SA) in different posts, ranging from Planning assistant to store manager and marketing coordinator. Since January 2015, she is sales representative for Luxaflex Scandinavia, a company specialized in interior design.

Member of Lederne Norway since 1999, she has held several positions both at regional and national level, including Treasurer and President of her local branch of Lederne, member of the national control and audit committee. Currently, she is also Deputy of the National Executive Committee.

Married to Ove, she has two children. In her free time she enjoys outdoor activities, photography, singing and acting at amateur level.

Eva Cozar Rubio

DEPUTY
SECRETARY-GENERAL

Born in Burgos (Spain), she obtained a degree in Business Administration and Management from UAM, and specialized with a master in Financial Analysis. In 2007 she received the certification of European Financial Advisor.

She started her professional career in the banking sector in 1995 for Caja Madrid, becoming Branch Manager in 2006. Since 2012 she is the director of ACCAM-Bankia, professional group for directors and managers of the banking group Bankia.

Besides these professional activities, she has been active in the real-estate and import-export sectors and has been member of Prison Fellowship International, an NGO promoting the rehabilitation of offenders and detainees.

In addition to her native Spanish, Eva can speak English and French.



Joint Conference on labour mobility and mentoring of the youth



On May 29th, around 90 representatives of CEC Member organizations have gathered in Lisbon to assist to a launch conference dedicated to the issue of labour mobility of young professionals as a tool to counter youth unemployment and effectively address mismatches on the labour market.

This launch conference, organized jointly by CEC European Managers and FECCIA, the Federation for the managers in the chemical sector, is preparatory to a European project on the same topic that will be shortly presented to the European Commission.

After the introductory speech of Dr. Roland Leroux, President of FECCIA and ULA and a first overview presentation made by Dr. Andreas Bucker, the newly elected President of CEC European Managers, Ludger Ramme, presented the first, preliminary results of the European Managers Panel (EMP). European managers affiliated to CEC European Managers member organizations will be regularly consulted on issues concerning the economy, social affairs, the European Union and its future developments, with the aim

of providing the contribution of the European managerial workforces on the debates animating our society and giving even more voice to the managers of Europe. So far, almost 1000 managers have responded to the first Survey launched, which focused on managers' perception of the consequences that the digital revolution will have on our economy and societies.

Following to that, Mr. José Oliveira Costa of SNQTB, the Portuguese association of managers in the banking sector member of CEC European Managers, illustrated the situation of young workers and professionals in the country following the crisis. Ms. Klara Foti, Research Manager at Eurofound, followed with a presentation on the recent trends of professional intra-EU mobility, based on the conclusions of reports issued by

Eurofound. The presentation focused on what are the barriers that hinder mobility, what measures have been adopted (both at EU and at national level) to remove them, showing the effectiveness of training and mentoring schemes.

Mr. John Williams of MPA (the British association of managers member of CEC European Managers) then presented the case of the recruitment policies adopted by the NHS, the British public health system. The conference was finally closed by a panel discussion, moderated by Dr. Andreas Bucker, on the issue of mobility of young professionals within Europe. Panelists included Ms. Annika Elias, President of Ledarna; Mr. Tor Haehre from Lederne Norway, Dr. Leroux and Ms. Klara Foti.





CEC European Managers launches its Facebook Page.



Since June 2015, CEC European Managers is now actively represented on Facebook, the world's largest social networking site.

This move comes after the reactivation of the CEC European Managers page on LinkedIn, and is coherent with the current efforts to improve communication tools.

Members associations and other stakeholders insisted on the

opportunity to receive timely and relevant information on our activities. Being present on Facebook and LinkedIn, CEC European Managers continues to embrace transparency and dialogue.

CEC plans to continue expanding its Facebook and LinkedIn presence while also focusing in the future on being active on Twitter as well.

Follow us now on **Facebook** and **LinkedIn**. You will be updated about all our activities, events, speeches, press releases, publications and surveys.





CIC International Managers at the International Labour Conference in Geneva.



The member States of the International Labour Organization (ILO) met for the 104th session of the International Labour Conference in June 2015 in Geneva, Switzerland.

The ILC is considered as the world “parliament” for legislation on labour issues, setting international standards for Member States to follow. Ludger Ramme, President of CIC International Managers, took the floor in this conference.

In his speech, Mr. Ramme thanked the Chairman, and all the people who contributed to the report about the status of working conditions and the creation of decent work in small and medium-sized enterprises. He then stated: “It is true: the ILO is an important tool for all workers but a lot is yet to be done to ensure decent working conditions worldwide. But ILO is also important for many companies, especially the small ones because it brings guidelines and best practices to them”.

Ludger Ramme concluded his speech stressing how associations of managers and unions worldwide are taking on their responsibility and contribute in forming a single world with opportunities to participation for everybody. This, he added, will include intensifying their focus on Social Justice in all aspects of working life and beyond.

