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EDITORIAL

Journalists, politicians, experts, common men – we have all been repeating the same message (under different forms and in different aspects) in the last months, or maybe years: we are living turbulent, very difficult times. Some of us believe this crisis is unprecedented, and many fear that our societies are already demonstrating their incapacity to take the right measures to face the many challenges that we are experiencing. But all these reflections tend to become less vivid and meaningful when they are sparked by events that happen far from us, or by decisions that will affect us only indirectly or over the time. The images we see on television, the stories we read on newspapers do catch our attention, but do not always push us to take action.

What we all experienced at the end of March, though, is different. We have seen violence and fear in front of us. Four months after the attacks in Paris, it was Brussels that was forced to take the toll to the criminal folly of terrorism. Our Brussels Office is located right above the subway station Maelbeek. It is only by pure chance that the attacks of last 22nd March have not hit tragically our Organization Directly. But our sorrow and dismay for what happened is not any less profound: Brussels is our second home, the heart and the brain of that very precious construction that is our common European Union. Like for Paris last year, we all feel like these barbarous attacks had happened in our hometowns, and we all feel united in the deepest grief for the victims, their families and their friends.

Feelings of rage and anger grow in many of us, but we should overcome this quickly and listen to our rationality. The fear will remain and will advise us to stay alert. It is

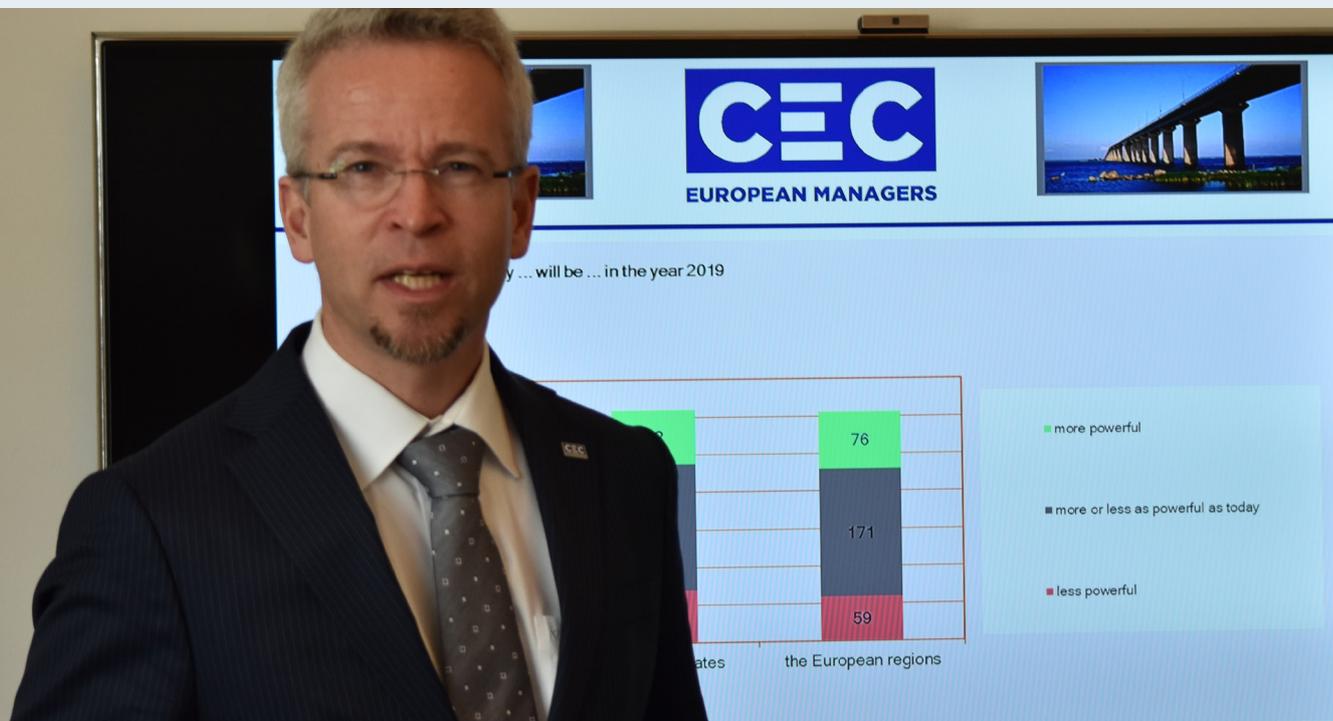
now the time to unite not in words but in action, it is time to go to places like Schaerbeek, Molenbeek and everywhere else in our cities to get rid of all these “parallel” societies by bringing hope, education and better opportunities to the misled citizens that we all have neglected before. And it is time to leave the issue of integrating immigrants not to weak politicians, who for decades have closed their eyes for electoral purposes and let all this happen, with areas of our cities completely out of control. We need to stop this political window-dressing and say the truth: everybody of us is responsible and everybody needs to get involved to save our freedom.

What lies ahead of us, the fight to keep our open society like we have known it for the last 50 years, is probably the biggest collective commitment our modern societies have ever been asked to take.



Ludger RAMME
PRESIDENT

Now available the results of the second EMP survey



Pres. Ramme presenting the results of the survey

On March 10th, CEC European Managers presented the results of the second issue of the European Managers Panel survey, dedicated to the position of European managers on the main challenges Europe is currently experiencing. The European Managers Panel is composed of approximately 1500 respondents, managers and professionals affiliated to CEC European Managers' member organizations throughout Europe, and represents a powerful tool for managers to take part in the European public debate.

What conclusions could be drawn from the survey?

European Managers are very concerned about the refugee crisis

European managers are very concerned by the effects of the refugee crisis, in terms of the impact the flow of people will have both on the foundations of the European Union (its institutions, the solidarity

among European countries and the capacity of "political" Europe to find common solutions) and its economic and social fabric.

European managers have mixed feelings about the effects of austerity

As far as the European economy is concerned, managers seem to have mixed "feelings" about the effects of austerity – respondents are almost equally split between those who feel concerned about the negative consequences of austerity and those who rather appreciate the positive results.

When it comes to economic imbalances (represented by the debt ratios) in Europe, the majority says they do represent a problem for our economies.

European managers oppose the Brexit

Another source of tension of internal origin for our continent is the risk

deriving from the possible decision of the UK to leave the EU and of Catalonia to become independent. The position expressed by our respondents is a mix of skepticism about the possibility of both events to happen and the great worry about the consequences they would have.

Managers are aware and partially concerned about their image

What do managers think about their own category? If there is no univocal position about whether there is a problem for the public image of managers following the recent business scandals, the majority of respondents do believe that the public perception of managers in five years' time will not be better than the current one.

We invite you to visit our website to read the figures of the survey and download all the charts summarizing the results.

CEC European Managers is one of the partners of the “Congress of European Managers”



CEC European Managers is one of the partners contributing to the organization of the “Congress of European Managers”, which will take place next 6 and 7 June in Montenegro. This event, which will gather more than 200 participants (managers, political leaders, academics, experts of management issues, journalists) from all over Europe, the US and India, is meant to be the first large-scale gathering of managers in the Balkan area.

Besides AMM, the main organizer of the event, CEC European Managers is sided by other regional associations of managers:

HMA, the Hellenic Management Association (member of CEC European Managers); CROMA, the Croatian association of managers; SAM, the Serbian association of Managers and EMA, the European Management Association. With the latter CEC European Managers signed last December a cooperation agreement to develop common initiatives and events focusing on leadership and management issues, thus strengthening the “second” pillar of CEC European Managers; the Congress is the first field of application of this agreement. The Congress will also offer a major opportunity for networking at regional level, and will hopefully represent the first step of a process of institutional building for managerial associations in an area of our continent that looks at the European Union as a social model.

Participants to the Congress will assist to an international conference dedicated to discussing what different approaches to leadership can be effective to face the many challenges of our present, difficult times. “Leadership in challenging times” is the title of the conference, with 23 confirmed speakers giving lectures and animating debates over two days on issues like creativity, women in leadership positions, socially responsible leadership and business models transfer. Speakers on behalf of CEC European Managers will be Honor Cooper-Kovacs, international expert and consultant in communication and business issues; Cecilia Akerblom, PhD, leadership expert at Ledarna and Rolf-Jurgen Seyerle, CEO of Star Import (the official importer of Mercedes in the Balkan area). Next to the conference, CEC European Managers, EMA and the Association of managers of south-eastern Europe will hold their internal statutory meetings.

The Congress is also present on social media: profiles on Facebook, LinkedIn and Youtube have been activated, providing regular updates on the preparation of the Congress. A website is also available, www.emcongress.me; we invite you to visit it to get more information about the speakers and the agenda of the Conference.



A picture of Budva, the city where the Congress will take place

CEC AT EU SOCIAL PARTNER NEGOTIATIONS

Report from the ongoing European negotiations on active ageing and intergenerational solidarity - by Anna Thoursie, PHD

The negotiations between European social partners on the issue of active ageing, in accordance with their joint working programme for the period 2015-2017, started 9 February with a common fact-finding seminar. ETUC prepared for

this seminar by having a separate fact-finding seminar 21 January. The aim with the negotiations is to reach an autonomous framework agreement on the subject active ageing and intergenerational solidarity.

On the two fact-finding seminars, best-practices, mostly on a company level, for how to enable older workers to remain healthy and active for as long as possible on the job, were presented, and reflected upon.



Dr. Anna Thoursie, CEC representative in the negotiations.

"In these examples, it became very clear how important the role of management is", says Dr. Anna Thoursie, Chief Economist

at Ledarna, the Swedish association of managers, and the CEC representative in these negotiations. "That was something I emphasized in the following discussions. I emphasized that age-aware management will become empty terms without good managers to make them happen in practice. Health is a pre-condition for everything, and without skilled managers who are given the right prerequisites for their work, the long-term health of workers, both physical and mental, could be at risk. And if long-term health is at risk, people will not be fully able to add more years to their working life. Managers are found on all levels in the work life, on low levels, middle levels and high levels – far

from all managers represent the elite. And managers get older too; there is also a generational shift among managers. So the process of enabling active ageing applies to them as well." Dr. Thoursie concludes, "It seems like these arguments had an impact."

On the meeting 18 March, ETUC's key priorities in the negotiations were clarified and presented for the employer side. One of these priorities is now the role of management. "It is promising that the role of management is acknowledged as very important," says Dr. Thoursie. The social partners will meet for negotiations once a month during 2016 and the next meeting is 14 April.

OUR MEMBERS



CCP invited by public authorities to analyze the economic, political and employment situation of the country after the elections

The President of the Spanish Senate, Pio Garcia-Escuder, met on February 15th a delegation of the CCP composed by the President, Manuel Martinez, the vice-President, Manuel Gil, the General-Secretary, José Ignacio Gutierrez and the Treasurer, Juan Antonio Gonzalez.

During this institutional meeting, CCP informed the President of the Senate about the activities of the Confederation, highlighting its independent nature and the professionalism of its affiliates and expressing its support towards the State. In the current situation Spain is experiencing, CCP wanted to stress the role the Senate plays in terms of political and legislative activity as well as for its function of territorial representativeness.

CCP also emphasized the value of the Spanish Constitution as the legal framework for civil coexistence, and its legitimacy to regulate the



The delegation of the CCP meeting the President of the Spanish Senate

territorial structure of the State and the relations among the different layers that compose it. In this respect, and with a view to the very likely incoming constitutional revision, CCP expressed the wish that all parties agree on the importance that reforms do not become an issue of political conflict, which would bring to legal changes that would distort the function of

juridical stability that a Constitution plays.

Pio Garcia-Escudero expressed his gratitude to CCP for the support demonstrated by a trade union organization that is different from the main unions and has a large representation.



FECC offered its patronage to an initiative in the construction sector

CNIM, the Italian committee for the maintenance of buildings has finalized the second issue of the booklet "Linee guida per la manutenzione degli edifici" (Principles and guidelines for the maintenance of buildings), which will soon be available in bookshops after its presentation at the Chamber of Deputies in Rome.

The CNIM gathers the most important Italian industrial groups, national associations of professionals in the construction sector, as well as the Ministry of University and Research. The Committee works to raise the awareness of politicians and public opinion on the importance of a

regular maintenance of buildings. FECC, the Federation of managers in the construction sector, decided to offer its patronage to this editorial initiative through its President, Paolo Cannavò.

According to Aurelio Misiti, President of the CNIM, ensuring a regular and well-planned maintenance would allow for a balanced evolution of the Italian construction market and its growth to the same levels of the other European countries.



CFE-CGC and the reform of the labour code

The French government introduced in March 2016 a bill to reform the French social model, which is considered too rigid to respond to the needs of companies to be more flexible and better prepared to adapt to the economic context.

The reform is based on three pillars. First, a complete revision of the labour code, structured around three main aspects: the provisions set by the law, those set by the collective bargaining at company level and finally the rules applying when there is no agreement. Then, collective bargaining at company level is given predominance for what concerns provisions about working time and paid leave (in this case, branch-level agreements only serve for reference). Thirdly, an Individual Activity Account is put in place, providing all workers with a tool that helps them build their professional track in a constantly

changing labour market. The bill also modifies provisions applying to redundancies and sets the principle of fixed-term collective agreements.

CFE-CGC opposes this bill that only serves the interests of employers without any benefit for workers. But instead of going into strike or holding protests, CFE-CGC is taking contact with MPs to convince them to modify the bill. Besides the meetings organized with them, CFE-CGC will organize a gathering next to the Parliament in the occasion of the beginning of the parliamentary debate (due in May), to express its specificity as a reformist union.

"In spite of the small openings announced by the Prime Minister, we still are not satisfied with the text of the bill" said the President Carole Couvert. "The bill is still unbalanced: too much flexibility

for companies and not enough protection for workers"

CFE-CGC will continue to lobby on MPs, together with its local branches, and will present several amendments focusing aiming at avoiding the use of redundancies when no real economic reasons for them exist, putting the law back to its preminent position; ensuring the possibility for managers to use the so-called forfait jours, protect the preventive nature of occupational medicine and finally removing the provision authorizing a referendum whenever majority unions refuse to sign the collective agreement.



The new structure of Lederne Denmark

In recent years, managers no longer follow a straight route up the management hierarchy, but rather frequently change job in line with an increasingly dynamic job market. Lederne wants to reflect these changes and be up to speed with developments in the job market.

Therefore, from the beginning of 2016, Lederne changed the structure of the organization and created two brand new affiliate associations called PRO and Virksom. PRO is for salaried employees, who make agreements on pay and contracts themselves and who do not have managerial responsibilities, while Virksom is for the self-employed operating as a sole trader or micro-enterprise with up to nine employees.

Lederne will continue to be a core union for members with managerial responsibility and the highly trusted employees who, for example, have budget responsibility or the option to legally bind their company.

The three organisations are currently under Ledernes Hovedorganisation

(LH), which will provide services, as well as a common unemployment insurance fund (A-kasse).

The President of LH, Svend Askær, sees the new structure as both a necessary response to developments and a significant strengthening of member services.

“We have often seen members switch from one management job to a specialist position and back again. Some are freelancers and others start their own business. They have different needs depending on their current situation. We meet these needs with the two new organisations that will deliver targeted services of the same high quality as Lederne,” he says, adding:

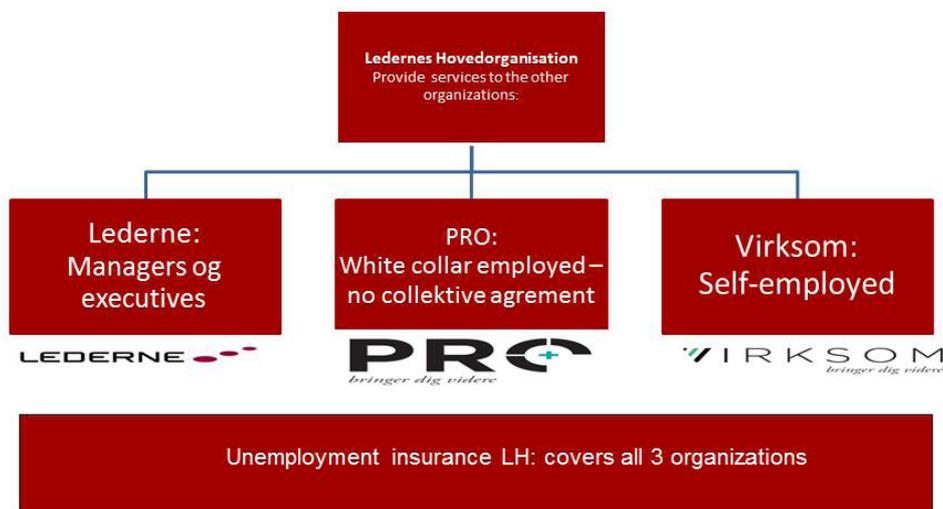
“The new structure makes it easy for members to move in and out of managerial jobs without having to worry about the choice of organisation. We make sure they are placed exactly in the organisation that suits their current job situation. Therefore, we can offer an even better service with this structure

to members at an unchanged low membership fee.”

In the first instance, the new structure only affects a few thousand among the more than 111,000 members. The price of the membership fee is the same across the three associations under Ledernes Hovedorganisation, and membership of the unemployment insurance fund (A-kasse), Ledernes Tillægssikring (Supplementary Insurance) and other insurance follows or will follow the member unchanged.

Especially the self-employed will notice the advantages of an unambiguous association behind them as support. They have received a wide range of new services such as income protection in case of illness, an insurance portfolio tailored for the self-employed, access to legal assistance at highly favourable prices, as well as access to a free debt collection service, and at a discount if it ends with a court case.

New structure – briefing





The Belgian Prime Minister attends the conference organized by CNC

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M. Charles Michel, the Belgian Prime Minister, at the CNC General Assembly

Last 24th February Charles Michel, Prime Minister of the Kingdom of Belgium, took part in a conference organized by CNC opening the General Assembly. The speech of the Prime Minister was introduced by presentations of Maxime Jadot, CEO of BNP Paribas Fortis, Michel Baudoux, French-speaking vice-President of CNC and by Herman Claus, President. Mr. Claus underlined the importance of managers in the Belgian economy

and society, and called for the acknowledgment by the government of their right to an equal representation at labour level.

The Prime Minister has then mentioned the main economic and social challenges of the country, and the measures adopted by the government to face them. In the first place, the need to ensure the economic recovery, based on budgetary consolidation and job creation (the adoption of the tax shift in January 2016 goes in these directions); then, a reform of the welfare and social model that can guarantee its durability and the maintain of the current levels of benefits.

Charles Michel also referred to the other main priority of the



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The participants to the CNC General Assembly

government: the issue of citizens' security, which requires a balance between the necessity to ensure everyone's liberties in a context of non-negotiable fundamental values. In conclusion, he recognized the contribution of managers to the economic performances of the country and their social and civic commitment.



ULA defines its new strategy for the 10 years to come

In the course of the year 2015 ULA has organised several internal workshops with its 15 member associations in order to shape the strategy of the umbrella organisation in the next 10 years to come.

As a result, the ULA General Assembly will adopt a vision mission statement and a project plan in June 2016. It aims at reaching a series of goals at the core of which stands ULA's commitment to an appreciative, motivating and

responsible management culture. The latter is characterised by entrepreneurial thinking and the promotion of new ideas and talents.

A new slogan will sum up this core identity of the confederation: "ULA - Neu denken. Gut führen.", which can be translated as "ULA - New thinking. Good leading"

On this basis, ULA will focus on the political representation of managers and executives thus giving them a

voice in industrial relations and in society. Among other issues, this new strategy highlights the relevance of fair pay, good pensions, the balance of career and personal life and the participation rights of employees. ULA advocates innovation friendly policies including targeted incentives for more research and development, and promotes diversity at the workplace.

Obituary

We express our sorrow for the loss of **Henri Bordes-Pages**, former President of CEC European Managers, National secretary for European affairs at CFE-CGC and member of the European Economic and Social Committee. In the 1980s, he participated in the negotiations that at European level, together with Jacques Delors, brought to the official acknowledgement of the role of CEC European Managers as EU social partner, in accordance with art. 154 and 155 of the TFEU.