



ACTIVITY REPORT 2012-2013



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1 FOREWORD FROM THE PRESIDENT AND THE SECRETARY GENERAL

ANNIKA ELIAS, PRESIDENT

Europe is going through difficult times, and the need for good leadership in politics, in companies and in the public sector, is greater than ever before. Without the best managers and leaders no business is competitive and effective and no country will move forward.

CEC European Managers plays an important role as the voice of the managers in the social dialogue in Europe. The member organizations of CEC European Managers play the same role on their national or sectorial arena, and by joining forces we aim to make the important managers issues part of the discussion.

During the last two years CEC European Managers has mainly focused on the demographic change through active ageing. CEC European Managers has also been an active part as a social partner in Europe.

• MAIN FACTS 2012/2013

A new officer's team was elected by the Steering Committee of CEC European Managers on May, 23 of 2012. I took over the presidency of the CEC European Managers. I am also president for Ledarna, Sweden. Mr Luigi Caprioglio from the Italian manager's organization CIDA was appointed as Secretary General. The Deputy Secretary, Mr Ludger Ramme from ULA in Germany has already been dedicated to the CEC European Managers in the Officer's team for many years. Finally Mr. Juan Zuriarrain from CCP (Spain) was renewed in a post he has held with great success in the recent years.

• CEC EUROPEAN MANAGERS CONFERENCE ON DEMOGRAPHY

The topic of the CEC European Managers conference for 2012 was "Facing Demographic Change through Active Ageing". Throughout 2012, CEC European Managers was conducting a major project exploring the impact of demographic change on managers and its consequences on their future availability on the



labor market in Europe. Demographic changes pose many challenges to Europe and its economy. A dramatic decline in the total available workforce, with nearly 50 million people up to 2050, is predicted. At the same time, forecasts show that 16 million people will be needed in high skill jobs. Many companies will suffer from a shortage of managers in

their labor forces. It is no news that the European economy is under hard pressure and in some parts even on the brink of disaster. Employers need to adapt their human resource strategies in order to keep employees as long as possible in the labor market and ensure that knowledge remains within the company when employees retire. A better support to the retirement age also requires an adjustment of working time arrangements, such as the implementation of flexible hours that would address specifically the needs of seniors. CEC European Managers supports its members with practical guidelines.

• CEC EUROPEAN MANAGER AS A SOCIAL PARTNER

One of the corner stones of our activities is to maintain our role as a social partner on the European level and strategically improve our influence and position towards European employers' organizations and unions. During 2013 a number of meetings with that purpose have been performed.

• THE EUROPEAN WORKING TIME DIRECTIVE

CEC European Managers took active part on the ongoing revision of the European Working Time Directive. CEC European Managers was defending the need to preserve the faculty for managers to enjoy more autonomy in the definition of their working schedule while ensuring a fair work-life balance. Unfortunately the work did not lead to any settlement.

• TRIPARTITE SOCIAL SUMMIT

CEC European Managers participated to the Tripartite Social Summit that took place in October 2012. It is an event of great importance in the European social dialogue. CEC European Managers stressed the alarming trend towards a shortage of managers at all levels. By providing an environment where every individual in the workplace is allowed to develop their skills and competencies, managers can make the companies more profitable and make it possible for more people to be included in the workforce.

• CONSULTATION ON GENDER IMBALANCE IN CORPORATE BOARDS IN THE EU

Commissioner Viviane Reding took an initiative for listed companies to sign a voluntary commitment to increase women's presence on their corporate boards. CEC European Managers emphasized that a holistic approach towards a better gender balance of corporate boards should be applied as broadly as possible and should include the private and the public sector. CEC European Managers also states its belief that the imbalance between men and women cannot be fixed without common national or European bindings.

• INTERNAL WORK

• VISION

The internal work has focused on framing a new vision for CEC European Managers. The vision was prepared by the European task force and then discussed by the Executive board, and was finally approved by the Steering Committee in April 2013. The vision will be a common basis for CEC European Managers and will give strength to its future work.

• OUR PROPOSAL FOR A NEW EUROPEAN PROJECT

In 2013 CEC European Managers introduced to the European Commission an application for a project, named "Promoting Women's Leadership – Strategies and best practices to increase the share of women in middle and higher management positions". CEC European Managers will perform the project in partnership with Ledarna, Sweden, Eurocadres and CFE-CGC, France. The approval of project by the European Commission is still pending, and a decision is expected by October 2013.

• DEFINITION OF A MANAGER

Although it is a fact that there is an increasing need for managers in the European economy, at European and international level there is still no consensus on how to define what a manager is. CEC European Managers therefore has initiated a process where the member organizations will agree upon a common definition of managers.

LUIGI CAPRIOGLIO, SECRETARY GENERAL

When I accepted to run for the post of Secretary General of CEC European Managers in spring 2012, I intended to bring my personal contribution (besides the one of CIDA) specifically on the following objectives:

- Participate to the management of CEC and the activity of the Team in a participative way, insisting on the necessity of sharing decisions
- Improve the role and visibility of CEC European Managers on the European scenario, mainly towards the European social partners and European institutions.

A year later, I think I can say that what we have done so far has been in line with those objectives. The way we have approached our role has been rather fruitful and appreciated by our interlocutors, including CEC European Managers internal management bodies.

Internally, we have improved our system of financial management and enhanced our technological equipment while preserving a sound balance of resources. Our new Office Manager contributed actively to the achievement of these results.

We are working on the definition of a concrete action plan to implement our vision for the future mission and strategies of CEC European Managers, but also on the improvement of our communication activities.

As far as our external relations are concerned, we have reinforced our link with Eurocadres and reaffirmed the role CEC European Managers plays on the field of employees' representation and towards ETUC.

In my position of member of the European Economic and Social Committee (EESC), I have been able to help re-establish direct contact with BusinessEurope; it is our precise intention to organize in the near future a meeting with the recently elected President of the European employers (and former President of the Italian association of employers).

The feasibility of this process of reinforcing our visibility and strengthening our network depends on the ability to focus on human relations and to the possibility of increasing the number of possible contacts – a complex activity, in which the human factor plays a central role.

If we look at our situation from a European perspective, it is clear that CEC European Managers is also indirectly affected by the same general atmosphere of crisis as many other similar organizations. A crisis that, far from being purely economic and financial, involves also the European institutions and the values behind their activity. The resulting situation contributes to

diffusing an idea, an image of Europe that is increasingly distant from what our founding fathers had thought Europe should become.

We will continue with our constant engagement in the activities of the European social dialogue (both from a general point of view and more specifically on the issues concerning closely managers), although sometimes European bureaucracy and the complexity of social representation issues make our participation more difficult. Despite these hurdles, we are still convinced of the necessity to enlarge the scope and presence of a European confederation of managers and professionals, capable of representing the interests, needs and values of this social category whose activity is vital to growth and development. And we will keep on working to achieve this.



CEC EUROPEAN MANAGERS MILESTONES

1951: The national executive and managerial staff organizations of France, Germany and Italy create together the International Confederation of Managers (CIC). New members have kept enlarging the confederation since then.

1989: The CIC decides to strengthen its European presence and founds a European Confederation of Managers, currently known as CEC European Managers. From then on, the Brussels-based CEC European Managers has been making its genuine and positive contribution as a social partner to the European integration.

1993: Agreement on the Maastricht Treaty and the associated social protocol. CEC European Managers thus becomes an interlocutor

for the European Commission and is consulted on new legislative initiatives.

1999: Formal agreement between CEC European Managers and Eurocadres to represent managers in cooperation at the European level, via the Liaison Committee. CEC European Managers joins the employee delegation and begins negotiations under the social protocol representing the interests of managers.

2007: Integration of CEC European Managers as a European Social Partner in the Industrial Report established by the European Commission, together with ETUC, Eurocadres, BUSINESSEUROPE, CEEP, UEAPME.

2009: Official recognition of CEC European Managers as one of the six European social partners in the cross-industry and sectorial social dialogue.

INTERNAL STRUCTURE OF CEC EUROPEAN MANAGERS

CEC European Managers is composed of 16 national organizations, established in 14 European countries, and of 9 European professional federations. It also has co-operation agreements with organizations with an observer statute. Today CEC European Managers represents more than 1 million managers all over Europe.

The statutory bodies of CEC European Managers are the Ordinary and Extraordinary General Assembly, the Steering Committee and the Executive Board.

**PRESIDENT
SECRETARY GENERAL
DEPUTY SECRETARY GENERAL
TREASURER**

The Executive Officers, elected by Steering Committee for a three year mandate, ensure the good functioning of the Confederation and take all those decisions that are deemed necessary to the running of the ordinary activities of the Confederation.

EXECUTIVE BOARD
16 members (1 by country and by organization)
+ 2 members representing the professional federations

STEERING COMMITTEE
At least one representative per Member association

Is the executive body of the CEC European Managers. Performs all the necessary actions for the running of the Confederation (it may delegate powers to the Executive Board). Draws up and updates the Rules of Procedure. Meets when convened by the President or at the request of a member organization.

GENERAL ASSEMBLY
Is convened every 3 years

Sets the general guidelines, examines the activities of the Steering Committee and the Executive Board. Deliberates over the activity report and the financial report. Decides on the membership and dismissal.

OUR ADDED VALUE

CEC European Managers is open to all national cross-industry organizations in Member States of the European Economic Area and/or of the European Free Trade Association and to all European professional organizations representing executives and managerial staff. CEC European Managers is the only independent European association representing exclusively the interests of managerial and professional staff.

Eight reasons to join us:

1. Strengthen the voice of managers vis-à-vis the European institutions.
2. Have an easier access to EU institutions through CEC European Managers support.
3. Stay informed on European activities with the CEC European Managers newsletter.
4. Participate in CEC European Managers conferences and events.
5. Gain privileged access to CEC European Managers information and data.
6. Increase your visibility through a free web link on the homepage of CEC European Managers.
7. Take advantage of the CEC Managers' Network.
8. Benefit from the CEC Mutual Assistance Agreement when going abroad.

Let's see more in detail the contents and advantages of the CEC Managers' Network and CEC Mutual Assistance Agreement:

a) CEC Managers' Network

Created by CEC European Managers in 2002, this managers' network was initially a service reserved to managers affiliated to the CEC European Managers member organizations. Given the multiplication of networking tools available on Internet, CEC European Managers has now decided to open up this network to all managers or to anybody interested in managerial issues. The



platform gives free access to a database of contacts all over Europe and beyond (search by name, company, country or area of activity). In 2012 a deep restructuration of the site has started, with the intent to offer a more attractive platform presenting new, improved networking possibilities. The aims of this platform are manifold:

- to develop individual contacts with managers from other countries ;
- to create links between managers from the same company ;
- to follow the debate on social affairs at European level and offer ways of being represented ;
- to exchange on managers' issues ;
- to get informed before going abroad, whether emigrating, externalizing or planning an event abroad.

b) CEC mutual assistance agreement

Any person affiliated to a member organization of CEC European Managers may benefit from the expertise of other member organizations through the Mutual Assistance Agreement.

In a context of increased mobility, within which managers perform more often their activities abroad, CEC European Managers provides the individual members of its member organizations the guarantee of getting professional advice as well as protection and assistance from the CEC European Managers national organization of the country of destination.

Through this agreement, the individual manager affiliated to a CEC European Managers member organization can:

- collect information on working conditions and labour legislation in force in the host country ;
- get advice before establishing a working relationship ;
- get advice to manage conflicts arising from an employment relationship.

To be connected with the member organization of CEC European Managers in the host country, the manager must contact the organization to which he/she is affiliated in his/her country of origin.

CEC EUROPEAN MANAGERS AS A SOCIAL PARTNER

The European social dialogue is a key element of the European social model, as defined by the Treaty on the functioning of the European Union (Lisbon Treaty) entered into force in December 2009. At the national level, it is complementary to the domestic system of social dialogue and industrial relations and is part of the social policy of the EU, contributing to define the social standards of the Union.



Under the European social dialogue, European social partners are consulted before the drafting of proposals on European social legislation. They also have the right to negotiate agreements that can then be transposed into European law or implemented by the social partners themselves. Beyond the formal procedures set by the EU Treaty, social partners establish their own agenda, in which they choose to tackle issues of common interest.

The European social dialogue takes two main forms: a bipartite social dialogue between European social partners (employers and trade-unions organizations) and a tripartite dialogue between the European social partners and the European institutions concerned (European Commission and Council of Ministers). To facilitate this dialogue, specific meetings are organized with the support of the European Commission where, at different levels, European social partners can exchange views, draft common positions and negotiate on different topics. CEC European Managers is an independent organization in the employees' delegation, (chaired by ETUC) and has strong connections with Eurocadres (through the means of the Liaison Committee). CEC European Managers is the only independent organization to promote and defend exclusively the interests of managers and professionals.

Through its professional federations, CEC European Managers also takes part in the social dialogue at sectorial level.

OUR VISION: CEC EUROPEAN MANAGERS QUALITY CRITERIA FOR MANAGERS

There are various opinions on what a good manager is and numerous books have been written on the topic. With the advent of the current financial crisis, the very concept of management and managers themselves have been blamed and criticized. Within this context, focusing on quality management criteria can help preventing moral failure of the elites in the future.

CEC European Managers and its member organizations have a long experience in matters of good governance. They have contributed to the edition of the under-mentioned criteria for quality management. These criteria have not been thought to answer every upcoming issue; their purpose is to give the view of managerial staff itself and provide a guideline to individual managers, in order to help them perform at their best in their profession.

The following criteria constitute a guide to all managers:

- Be and remain competent: to have professional and methodological skills but also an entrepreneurial spirit ;
- Responsibility and autonomy: to take responsibility in making decisions ;
- Ability to anticipate: to be able to integrate innovation and change ;
- Ability to play the facilitator: to be able to delegate, to have a team spirit, interpersonal skills, and excellent communications skills ;
- Personal involvement: to be able to give work a meaning; to develop participative management travail;
- Social responsibility: to have a socially-minded attitude, to be involved in the community, to be able to encourage social dialogue, to have a critical spirit.



OUR VALUES, OUR GOALS: CEC DEVELOPMENT AXES

HAVE THE PURPOSE OF MANAGERS REPRESENTATION RECOGNISED

Regardless of their position within the company, managers act as "bridge builders" between the central management and the workforce. Managers play a key role in their working environments, as they bear the responsibility of sketching the future of the companies they work for and making sure that all workers give their best in the accomplishment of the company goals. The nature of their role and positioning within the company structure can complicate in some cases the legitimate request of managers to be considered as a distinct category within the workforce, with distinct needs, demands and opinions. Furthermore, the variety of legal, economic and sociological definitions of the role and characteristics of a manager in the different European countries makes it difficult for a universally acknowledged definition of "what is a manager" to be accepted. CEC European Managers supported the adoption of the "Gil Robles resolution" by the European Parliament in 1993, which formalized for the first time a definition of managers that could fit the European case while taking account of the different features of the European countries, but 20 years have passed since, and the profile of managers has dramatically changed. CEC European Managers will work, with the active support of its members, on an update of this definition, to make sure that the category of managers receives a fair acknowledgment of its characteristics, even at institutional level.

For this reason, we think that it is essential to ensure that managers are represented by a strong and unique voice at the European level, making it easier for them to express themselves in a system of communication far from fear and unique thought. CEC European Managers subscribes to the freedom of speech. A large number of managers throughout Europe have joined the CEC Managers' Network, which confirms the relevance of this position.

CEC European Managers will work intensively to make sure that all managers, in all European countries and abroad, are recognized on the same footing as all other categories of workers, are given the same representation rights and can participate in all decision making processes while having their specificity acknowledged by public policymakers and other national social partners.

STRENGTHEN ITS ROLE AS VECTOR OF EUROPEAN INTEGRATION

CEC European Managers intends to act, through its website, the activity of its members and its conferences, as a truly European public space. On this public space ideas can be openly exchanged and views debated, in full respect of cultural differences that can exist between two countries, two organizations, two professional sectors. Managers must act, in their professional roles as well as in their capacity of active and conscious members of the societies they live and work in, as campaigners for a united Europe, aware that it is precisely in moments of crisis as those we are living that the integration process cannot be stopped or thwarted.



EXPAND NETWORK OPPORTUNITIES WITH POSSIBLE STAKEHOLDERS

As executives and managerial staff are in companies, it is necessary to approach them. But we also realize that other social categories can be interested in what we do, and could become potential stakeholders. That is for instance the case of students, managers of tomorrow, towards whom CEC European Managers would like to act as a "bridge" between education and career. This is the reason why CEC European Managers has direct relations with companies but also with the «temples of knowledge».



CONTINUE AND STRENGTHEN COLLABORATION WITH ETUC / EUROCADRES

Today, ETUC and Eurocadres are privileged partners with whom synergies are possible. Through the means of the Liaison Committee, CEC European Managers and Eurocadres have defined a stable and organic tool for consultation and cooperation, with tangible applications on the European scene. Towards ETUC, CEC European Managers adopts a cooperative and productive approach, based on the mutual respect of the existing specificities and aimed at ensuring the unity of the employees' organizations. In practical terms, CEC European Managers is part of the employees' delegation chaired by ETUC in the different events of the European social dialogue.

DEFEND THE EUROPEAN SOCIAL MODEL

A model which has to be based on four constants: a high standard of living to be guaranteed, a generalized social welfare which must be constantly balanced, a reality of social dialogue in companies which needs to be preserved, as well as services supplied to the

citizens and to the companies by public authorities which must be protected. Some aspects of this model surely need to be updated and reviewed, especially in the light of the inevitable changes brought forward by the globalization.

But the core of the model is one of the distinctive traits of the "European construction", and needs to be preserved.

HELP SECTORIAL FEDERATIONS IN THEIR WISH TO ENTER THE SECTORIAL SOCIAL DIALOGUE

The role of sectorial Federations belonging to CEC European Managers is not always easy. They are at the front line, between the reality of professions and the requirements of markets. The adoption by the members of the European Parliament of the CEC European Managers amendment regarding the recognition of its federations in the European Works Council Directive is a perfect illustration that federations begin to be listened to.

DEVELOP LOBBYING TOWARDS EUROPEAN POLICY-MAKERS

We believe that CEC European Managers can bring its positive contribution to the different issues related to employment, economics, finance and social affairs that are debated at European level, thus offering a valuable support for policymakers. CEC European Managers will constantly strive to improve its lobbying capacities, and to make sure that managers' needs and positions are always well taken into account when policymakers take their decisions.



OUR EXTERNAL ACTIVITIES

- **CEC European Managers Congress and Conference on “Managers and the European Labour Market: Facing Demographic Change through Active Ageing”, Berlin, 23-25 May 2012.**

CEC European Managers members participated to the traditional yearly Conference, which was dedicated to the consequences of the current demographic trends on the managerial workforce and its future predictable size. You can find further information on the content of the Conference and its main conclusions in the “Our recent projects” section of this Activity Report. On the same occasion CEC European Managers celebrated its triennial Congress, with a meeting of the General Assembly and the Steering Committee. Member organizations have renewed the members of their delegations, and the Steering Committee has elected the new components of the Officers’ Team for the next three years. Ms. Annika Elias, President of the Swedish member association Ledarna has been elected to the post of President; Mr. Luigi Caprioglio, national councilor at CIDA (the Italian managers’ confederation) and member of the European Economic and Social Committee (EESC), was elected as Secretary General; Mr. Ludger Ramme, managing director of ULA (the German member of CEC European Managers) was elected as Deputy Secretary General and finally Mr. Juan Zuriarrain, was reconfirmed as Treasurer.



- **Social Dialogue meetings**

The Secretariat of CEC European Managers participated at the various meetings of the Social Dialogue Committee and Liaison Forum around which the European social dialogue is structured. CEC European Managers President, Ms. Annika Elias, represented CEC European Managers and Eurocadres

(via the Liaison Committee) at the autumn Tripartite Social Summit of October 23, 2012, organized in Brussels under the Cypriot Presidency. During the Summit Ms. Elias took the floor to briefly introduce the results of the CEC European Managers project on demography and managers. The outcomes of the study, and the policy indications arising from them, suggest that investing in female employment and adopting measures that extend the average working life would counter the effects of current demographic trends and eventually contribute to the economic recovery. Worth noting is also the participation of CEC European Managers to the meeting of the Liaison Forum of May 2013, a thematic session during which European social partners were invited to present their projects on demographic challenges. The meeting offered CEC European Managers the opportunity to discuss the study in front of the wide community of European social partners and concerned stakeholders.

- **Meeting with the European Commission**

The new Officers’ Team was received in November 2012 by Mr. Koos Richelle, Director General of DG Employment and Social Affairs of the European Commission. During the meeting with Mr. Richelle (who was accompanied by Mr. Jean-Paul Tricart, Head of Unit for Industrial Relations at DG Employment and other senior European officials), the Officers could exchange views on the importance that all European social partners are consulted on the same footing, in order to ensure the widest representation possible of all categories of workers. The meeting was also the occasion to discuss the current activities of CEC European Managers at European level and present some ideas for future projects.

- **Meetings with social partners**

Contacts with Eurocadres are continuous, both at “political” and Secretariat level, and coordination is



frequent on some specific issues. The Officers’ Team has also met twice with the leaders of ETUC (respectively the Deputy General Secretary, Mr. Józef Niemiec and the General Secretary, Ms. Bernadette Segol) first in September 2012 and more recently in July 2013; both occasions offered CEC European Managers

the opportunity to insist on the value of unity and the importance that in order to achieve unity all the opinions and points of view of the different elements composing the employees’ front are duly taken into account every time it is necessary to adopt common positions and represent workers on a united way. Finally, a meeting with the Director General of Businesseurope, the European organization gathering employers’ associations of Europe, has been scheduled for October.

- **European negotiations**

CEC European Managers participated (as a member of the employees’ delegation chaired by ETUC) to two separate negotiations supported by the European Commission.

- a) *The revision of the Working Time Directive* : European cross-industry Social partners agreed, under the provision of art. 155 TFEU, to launch talks to review the provisions of the so-called “Working Time Directive” (2003/88/EC), a directive setting minimum common standards for the duration of working activities. Negotiations were initiated in 2011 and continued until the end of 2012. CEC European Managers defended the need to take into account the specificity of managers, whose working activities are more frequently measured in terms of goals to achieve rather than on worked hours and demanded that specific derogations be granted to them. Unfortunately, a final agreement on the revision of the directive could not be achieved, and negotiations have been suspended sine die.

- b) *The role of European Social Partners in the definition of the European economic governance.* Cross-industry social partners agreed to work on a joint declaration on the importance of defining new patterns for economic governance, in which European social partners could have a greater and timelier saying. CEC European Managers participated in this negotiation over the spring of 2013 (together with Eurocadres), supporting the idea that through their active participation to the preliminary phases of the so-called “European semester”, European social partners can make sure that the right attention is given to the social consequences of the indications of economic policy adopted.

- **Eurofound study on the representativeness of cross-industry social partners**

Eurofound is an agency of the European Union charged with providing research and analysis on social issues. Among its various projects, Eurofound regularly launches surveys among national unions to evaluate the representativeness of both sectorial and cross-industry social partners at European level. All national members have participated to the survey, thus making it possible for CEC European Managers to result as the European umbrella organization representing the interests of more than one million managers in 14 European countries. The final report should be available by early 2014.

CEC EUROPEAN MANAGERS POSITIONS

- a) *Transnational Corporate Agreements (TCAs), November 2012* – As companies become increasingly international (following mergers, acquisitions, the spread of the “European company”), there is a growing need to find new ways to ensure that all employees, irrespective of their country of origin or professional situation, are involved in the decisions taken.



The European Commission asked European social partners to give their opinion on how to reform the current provisions on TCAs, and to make sure that the system works well. CEC European Managers stressed the importance that future arrangements provide for an effective coverage and representation of managers and executives, who often play a front role in negotiations concerning companies (restructuring operations, collective layoffs, etc...) without being sufficiently represented.



b) *Traineeships, January 2013* – Managers have a precise role in preparing the future workers of tomorrow, irrespective of their professional roles. Traineeships have a great importance, and are becoming mutually useful for businesses and the youth. In this light, traineeships should not be seen as a less expensive way to replace skilled workforce, but need to provide real training to students and young professionals while ensuring some sort of financial contribution.

c) *Revision of the Occupational Health and Safety and Health policy framework, August 2013.* Following the release of the evaluation of the European Strategy on Safety and Health at Work 2007-2012, the European Commission asked European social partners to comment on the conclusions quoted in the evaluation, thus providing additional food for thought for the future. After insisting on the need of a common framework for all European countries, setting precise goals and objectives, CEC European Managers focused on stress and burn-out consequences, which are often not regarded as real health risks originating from professional activities.

• CEC EUROPEAN MANAGERS AND THE WORLD: 102ND SESSION OF THE INTERNATIONAL LABOUR CONFERENCE IN GENEVA

On June 13th, 2013 Mr. Luigi Caprioglio, General Secretary of CEC European Managers, attended the meeting of the 102nd Session of the International Labour Conference (ILC), organized by the International Labour Organization (ILO) in Geneva. The ILC gathers representatives of both governments and civil society organizations, and is universally considered as the "Parliament of labour", a forum where employment and labour issues are discussed at a high level. Participants to this session were asked to deal with the issue of demographic transition and its consequence on social protection and employment; CEC European Managers could present the results of its study on the effects of demographic trends on managers.

STRENGTHENING OUR INTERNATIONAL PRESENCE: RELAUNCHING CIC

CIC, the International Confederation of Managers (Confédération Internationale des Cadres) has been created in 1951 and is the forerunner of CEC European Managers. The relaunch process of CIC, initiated some years ago, has been reinforced with the appointment of Mr. Christophe Lefevre, National Secretary for European and International Affairs of CFE-CGC and President of the Federation of CEC European Managers for the insurance sector (AECA). As far as its re-deployment activity is concerned, CIC will focus on the reinforcement of its presence at international events and meetings, such as the traditional yearly summit of the International Labour Conference, organized by the ILO. Reactivating the web-based communication channels of CIC is part of this process, together with extending the network of contacts with representatives of managers' associations throughout the world. In this framework, CIC has made contact with a group of African associations of managers, which are considering the opportunity to create a pan-African confederation of managers (AfriManagers), with which CIC could develop further cooperation.



OUR INTERNAL ACTIVITIES

• Shaping the future: a new vision and mission for CEC European Managers

During the Berlin Congress in 2012, some Member organizations have expressed the need of a general reflection on its vision for the future, after a long period since the foundation of CEC European Managers. Defining a strategy for the years to come, deciding what profile to adopt and what priorities to achieve is part of this overall reflection, a task to which all CEC European Managers members have been invited to contribute. The current Team of Officers has decided to focus on this process of strategic re-thinking; discussions were first launched at a meeting of the Executive Board in Palma de Majorca, Spain, last February, during which all the participants could exchange views on their own idea of the future development of CEC European Managers. The outcomes of this meeting, summarized and sorted in order of priority, have been endorsed by the Steering Committee of CEC European Managers and will be used as a basis for a working programme to fulfill the priorities listed and prepare CEC European Managers for its future challenges. In October 2013, this working programme (with a precise calendar and concrete operative indications) should be presented to the Steering Committee, for its final approval.

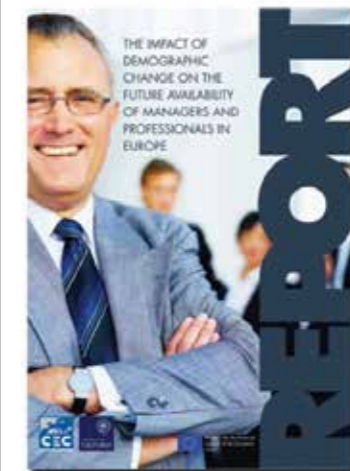


OUR RECENT PROJECTS

• Demographic change and the future availability of Managers in Europe

2012 was chosen as the European Year of active ageing and solidarity between generations: an acknowledgement of the great risks that the current

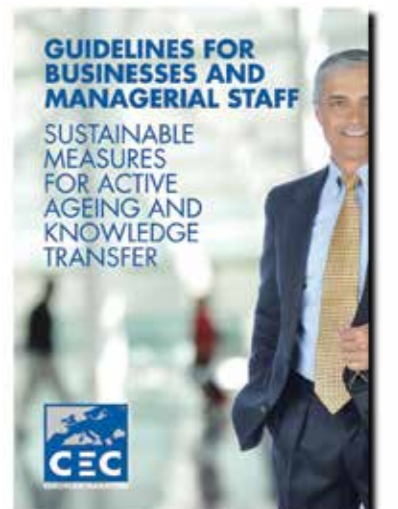
demographic trends pose to our economies and to the sustainability of the European social model. CEC European Managers contributed (in partnership with the German Member ULA and its research center FKI) to the on-going debate on the consequences of demographic trends and possible solutions to them with a study on the future availability of managers in Europe. The study, executed by Prof. George Leeson of the University of Oxford, aimed at forecasting the



number of available managers and professionals working in five selected European countries (France, UK, Germany, Italy and Sweden) in 2020, 2030 and 2040. Forecasts are based on various scenarios, combining different retirement ages and increasing rates of female managers, as to predict the likely future employment trends.

The results of the study announce a rather severe lack of managers and managerial skills in the future, and suggest what policy indications should be adopted to cushion the effects of this shortage, namely a significant increase of the average retirement age for managers and a stronger participation of women in the managerial workforce. The first conclusions of the study have been presented at a Conference in Berlin, in May 2012, attended by more than 100 guests. During the Conference all the

participants had the opportunity to discuss about possible measures to improve the retention of older workers on the workplace and ensure their active participation to the society even at a later life stage (active ageing) and to facilitate the transmission of knowledge



4 LOOKING AHEAD : OUR FUTURE ACTIVITIES

between generations. The indications given have been formalized into 7 guidelines, which have been published as a complement to the scientific study quoted above.

Both documents are available on the website of CEC European Managers and have been distributed in print copies to CEC European Managers members, representatives of European institutions and other stakeholders. Finally, both documents have been presented during the Liaison Forum meeting of May 2013.

• FIT Managers: helping managers fight stress

CEC European Managers was partner to this European project, chaired by the Spanish association of managers and professionals CCP, aimed at developing an innovative training program helping managers to acquire non-

professional competences so as to better face work-related stress. Partners to this project, financed by the European Commission under the Leonardo chapter, were universities, training centers and consultancies from 5 different European countries; the core of the project was an on-line module based on four different pillars (health; sport; nutrition and attitudes) through which managers are coached to identify what affects them in their working environment and how they can become proactive in addressing these factors of stress.

The results of the FIT Managers project were presented at a European conference, organized by CEC European Managers on September 12, 2012 at the European Economic and Social Committee.

For more information, please visit the website www.fitmanagers.eu



EUROPEAN PROJECTS TO BE CONFIRMED

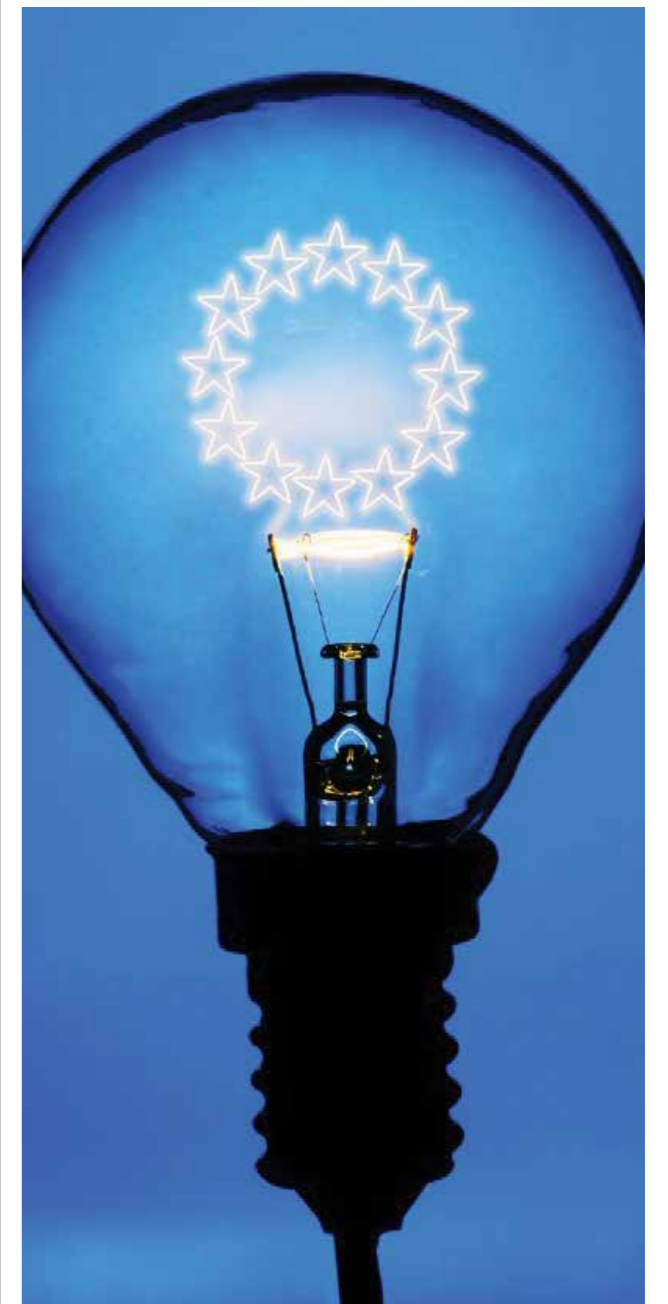
• **Women in Managerial positions:** according to the conclusions of the study commissioned by CEC European Managers on demographic trends, increasing the number of women who achieve managerial posts would counter the effects of the decline in the size of the workforce and reduce the entity of the predictable shortage of managers and professionals in future years. In this new project, for which CEC European Managers has applied for funding to the European Commission, CEC European Managers will try to investigate the best company practices adopted to increase the participation of women to the managerial workforce. Partners to the project are CFE-CGC, the French organization for managers and professionals, LEDARNA, the Swedish association of managers and Eurocadres. A kick-off meeting to launch the project should take place in October 2013, in Madrid.

• **A European model for managerial social responsibility:** CEC European Managers will be partner to this project, initiated by Eurocadres, aiming at strengthening the role of managers and professionals in contributing to the definition of the corporate social responsibilities strategies of companies. In the course of the project a debate between European social partners will be launched on the role, content and characteristics of a European managerial social responsibility approach, thus enhancing further the role and visibility of managers. A launching conference of the project should take place in November 2013.

PREPARING FOR THE FUTURE: NEW TOOLS TO IMPROVE

• **Working group on communication:** one of the priorities on which CEC European Managers will have to focus in the coming years is its communication capabilities, both internally and externally. These communication "skills" must include the ability to give more resonance to its activities, positions and events, so as to increase its visibility both in Europe and at national level and make CEC European Managers a widely known and recognized European social partner. To achieve this objective, all Member organizations will provide their support, pooling all their competences and skills in communication to help CEC European Managers define a realistic communication strategy for the years to come.

• **Relaunch of the European Task Force:** the European Task Force is the informal meeting of the experts working for our Members. National experts are consulted on different issues, and are vital to bring on the table their expertise and to respect the variety of positions and approaches of CEC European Managers. Together with the usual meetings of the Task Force in which current European affairs are discussed, thematic sessions will be organized in the coming years, during which specific issues of interest for our category and associates will be discussed.



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