

SUMMARY

| | |
|------------------------------|-----|
| Editorial | I |
| CEC in Social dialogue | 2-3 |
| The Tripartite Social Summit | 3-4 |
| Promoting womens' leadership | 4-6 |
| Our Members | 6-7 |

EDITORIAL

As we approach the end of this year, signs that the economic downturn that hit so severely our economies might slowly approach to its end begin to appear in some European countries. This does not mean that the crisis is over, and it will still take us a long time before we can go back to the pre-crisis levels of wealth, but a growing number of observers, politicians and economists agree in saying that the worst might be behind us. The values of many business and consumer confidence indexes around the world give us the same indication.

In most of its economic analysis documents, the European Commission underlines how some of the macroeconomic policies adopted in various European countries have proven effective in redressing public finances and restoring competitiveness. But in most cases, these policies have had a huge impact on citizens, reducing sensibly their income levels and weakening social and welfare systems. Figures on unemployment (specially among the young) and poverty are there to remind us the risks of a jobless recovery and the need to restart the engines of Europe while preserving the sustainability of the European social model, one of the very distinctive traits of the whole European "dream".

The European Council has underlined more than once the necessity that the complex "machinery" regulating the system of macroeconomic coordination of the euro-zone countries and favouring the convergence of their economies that is at the basis of the European Economic and Monetary Union (EMU) insists more on social considerations and focuses more on social indicators. This is a clear indication that, when drafting economic policy recommendations, a bigger attention must be given to the social consequences of such policies and to the social "background" on which they will impact. The European

Commission has recently published a communication that goes in this direction, suggesting what measures should be taken to strengthen the social dimension of the EMU and a precise action plan.

This communication was also at the center of the recent Tripartite Social Summit, to which CEC European Managers participated representing the Liaison Committee with Eurocadres. Worth noting is that one of the measures indicated by the European Commission focuses on the role of social dialogue, insisting on an enhanced and timelier participation of Social partners to the different phases of the process of macroeconomic coordination. This orientation, which we fully share, will urge CEC European Managers to further increase its commitment on the European scene, backed by the strenght of the managers it represents. But a true dialogue, to be effective, needs the sound of many voices. Including that of managers, whose professional experience makes it possible for them to serve as a bridge between the various social forces animating the economic system.



Annika Elias
President, CEC European Managers

CEC European Managers and the European social dialogue New perspectives for social Europe



The European Central Bank

One of the items that European Heads of State and Governments discussed during the recent meeting of the European Council of 24 and 25 October was the further development of the Economic and Monetary Union, with a particular attention to the strengthening of its social dimension, economic coordination and the achievement of a European banking union.

The need to focus on the social dimension of the EMU had already been expressed by the European Council in June, and proves the awareness that economic and financial reforms cannot be effectively achieved without taking into account the social "background" on which macroeconomic policies will impact. In response to this, the European Commission has recently published a communication containing its suggestions for possible measures to adopt, that have been welcomed by the European Council in its conclusions. The reinforcement of the social dimension of the EMU was also discussed during the EPSCO Council (the meeting of European Ministers of Social affairs) that took place last 15 October in Luxembourg.

You will find a more detailed description of the structure of the EMU and the main orientations of the communication below.

The issue of ensuring a greater involvement of social partners in the procedures that constitute the process of macroeconomic policy coordination at EU level, and more in general the debate on the place of social aspects in European policies have marked the European agenda of CEC European Managers throughout the last two months.

The European Parliament organized on September 25, a joint seminar together with the four specialized agencies of the EU dealing with employment and social issues (Eurofound, Cedefop, EU OSHA and ETF) to discuss the value of the European social model, with a specific focus on whether this model, which is an integral part of the European "system" and one of the very distinctive traits of Europe, is still something Europe can afford to maintain, in the prospect of defending its competitiveness.

CEC European Managers also took part in another conference organized by DG Employment, Social Affairs

and Inclusion of the European Commission on Monday 10 October on the theme "Restoring socio-economic convergence in Europe". Convergence in general is essential for an effective monetary union to work properly, and it is in this light that the coordination of macro-economic policies becomes important. In this occasion academics, the President of the European Commission and the President of the European Council, as well as representatives of national governments, think-tanks, European associations and social partners gathered to discuss the current functioning of the coordination and early-warning systems, the reliability of the current and proposed indicators for the functioning of the EMU and the way to strengthen employment policy coordination among Member States.



The Conference on EU labour law of 21 October © European Commission

Finally, CEC European Managers attended another conference on a subject that has a great relevance in the field of employment, and that is strongly linked with the further development of the social dimension of macroeconomic policy orientations: the future prospects of the EU labour law. The Conference, organized in Brussels on Monday 21 October, was opened by Commissioner László Andor and focused on three main areas of legislative intervention: supporting vulnerable workers, reducing segmentation of the labour markets and reviewing the system of consultation and information of workers.

FOCUS - Strengthening the social dimension of the EMU : an increased role for social partners

• What is the EMU?

The Economic and Monetary Union (EMU) involves the coordination of economic and fiscal policies, a common monetary policy, and a common currency, the euro. All 28 EU Member States take part in the economic union. However, only 17 Member States have taken integration further and adopted the euro. These countries constitute the euro area and all belong to the Economic and Monetary Union.

• What is the social dimension of the EMU?

The social dimension of the EMU is linked to the necessity for the monetary union to be able to cater for social implications or reforms that are needed in order to boost growth, competitiveness and the creation of jobs. It also relates to the necessity to take into account and tackle the issues concerning employment and social policies in the different Member States with the aim of avoiding that such issues propagate to other countries and contribute to the creation of long-lasting disparities.

• The aim of strengthening the social dimension of the EMU

Further strengthening the social

dimension should help all countries to achieve their growth and employment potential, improve social cohesion and prevent increasing disparities, in line with the Treaties and the Europe 2020 strategy. Indeed, recently the economic governance rules that aim to reinforce the EMU have been strengthened, trying to tackle some of the initial weaknesses. However, some flaws still remain and the development of the social dimension of the EMU would be an essential tool in the attempt to improve the current situation.

• European Commission's point of view

The last 2nd of October, the European Commission published a communication on the strengthening of the social dimension of the EMU. This communication focuses on the current debate within the EU on deepening the EMU. For the European Commission there is still room for improvement in the three following areas:

- Tightening up coordination and surveillance of employment and social policies within the EU while respecting national competences. A stronger surveillance would provide mutual learning, exchange of best

practices and help to promote convergence. In this light, the European Commission proposed to develop new social indicators (scoreboard) including the NEET rate, real gross disposable income of individuals and risk of poverty, that will be attached to its Joint Employment Report (one of the documents issued during the "European Semester") to monitor employment developments.

- Enhancement of employment and labour mobility and greater attention to EU solidarity.

- Increasing the importance of social dialogue and the role of social partners: Precise proposals have been made to ensure a timelier and deeper involvement of social partners in policy debates and decision-making processes linked to the European semester. Their activities should be extended to enhance the implementation of social policies but also in order to increase the effectiveness of policies of coordination at the euro area level.

CEC European Managers at the October Tripartite Social Summit



A moment of the October Tripartite Social Summit © European Council

Last 24 October Ms. Annika Elias, President of CEC European Managers, participated in the fall Tripartite Social Summit, the traditional high-level meeting between European Social partners and the heads of European

institutions and Member States heading the trio presidency that takes place on the eve of the European Council meetings. CEC European Managers participates to the meeting as a member of the employees' delegation (chaired by ETUC) and represents the voice of European managers via the Liaison Committee with Eurocadres.

The debate with Social partners focused mainly on the discussions concerning the strengthening of the social dimension of the Economic and Monetary Union (on the basis of the communication published by the

European Commission at the beginning of October). In the communication the European Commission favours, among other initiatives, a stronger and timelier involvement of European social partners in the various phases of the process of macroeconomic coordination that shapes the EMU.

Ms. Elias underlined the importance of dialogue, one of the very distinctive traits of that "European social model" that is common to all European countries and founding of the European system. It is important, added Ms. Elias, that the European Union focuses again and more directly

on those issues that concern more closely European citizens. The dialogue between social forces is an extraordinary tool to support policy-makers in their activities, but in order to be effective, a dialogue must be composed of different voices.

Because of the very nature of their professional activities, managers can play a vital "bridge" role to employers, helping to increase mutual understanding and confidence. Managers of Europe are ready to play their part.

At the end of the Summit, Social Partners have presented a joint declaration on their involvement in the European economic governance, based on ten principles. In the declaration,

European social partners stress the importance of social dialogue as a tool to ensure successful economic and social reforms, seek to play a greater role in the elaboration and implementation of macroeconomic

and employment-related policies and express their belief that the existing fora for their involvement and consultation offer enough room for further strengthening of their future role.



Ms. Grybauskaitė, President of Lithuania, Mr. Van Rompuy, President of the European Council and Mr. Barroso, President of the European Commission at the October Tripartite Social Summit - © European Council

CEC European Managers members gathered in Madrid to discuss the promotion of women in management.

Promoting women's leadership - Kick-off meeting, Madrid, 25 October 2013



The participants to the kick-off meeting

On Friday 25 October 2013 more than 50 representatives of the Member organizations of CEC European Managers gathered in Madrid to take part in a kick-off meeting of a European project aiming at investigating the causes of low rates of women participation in the managerial workforce and finding solutions and best practices to tackle this issue.

The meeting was opened by CEC European Managers President, Ms. Annika Elias, who introduced the issue underlining how gender equality (using the words of Commissioner Reding) "is not a women's issue: it's a business issue" and by the President of CCP, the Spanish confederation of

managers and professionals member of CEC Mr. Angel Cardo Herrero. In his welcome speech, Mr. Cardo Herrero approached the issue of gender presence in the managerial workforce from the perspective of his country, Spain, where the role of women in society has improved dramatically in recent years but still a lot needs to be done.

An account of the debates

Introduced by a brief presentation of the structure of the project and the content of the kick-off meeting delivered by Dr. Andreas Bücker, expert of European projects and CEO of Politicomm (who has also facilitated

the meeting) Ms. Maria Fraile Monte, Confederate Secretary for women issues at CCP, presented a very detailed report on the state of the female managerial workforce in Spain. Women in Spain, the report shows, account for the majority of university graduates, and yet only 11% of them gets to high-level managerial position. There is also a strong gender bias in many economic sectors, with women practically excluded from specific areas or functions. Spain has recently passed legislation to increase the rate of women in decision-making positions, but the only effective policy can be one based on an inclusive approach, participated by all concerned stakeholders (governments, companies, social forces).



A moment of the kick-off meeting

A more global insight was then provided by Ms. Cristina Caballé Fuguet, Sales Executive at IBM Spain and chairwoman of the Women Leadership Council for Spain, Portugal, Greece and Israel for that company. In her speech Ms. Caballé Fuguet presented the overall policy adopted by IBM to foster inclusion and make of diversity a corporate value ingrained in the business culture and attitude of every sector; department and activity of the company. Diversity then becomes a value per se, something which increases the profitability of the company not only because it improves its working methods, but because it improves the image and the "social value" of the company in front of the public opinion and competitors. As a part of its diversity and inclusion strategy, IBM has created specific structures (the Womens' Leadership Councils) to promote women and their actual career advancement prospects, acting both internally and externally.

After these two "thematic" presentations, Ms. Mirella Visser, founder of the Centre for Inclusive Leadership (a consultancy supporting international organizations develop inclusive leadership styles) and consultant for several European and international organizations and NGOs, animated a very interactive workshop with all participants. Themes

discussed during the workshop were organized around three distinct areas: a first introduction, providing figures on women in management and outlining the main obstacles to their advancement, a presentation of best practices adopted by companies and finally a session drawing final conclusions. Figures presented gave an empirical sense to concepts like gender pay gap and traditional "gender roles" in employment, as well as a clear indication of the "economic" value of gender equality. Then, when presenting the most common challenges that hinder the promotion of women in management and the best practices adopted by companies in this area, a message was extremely clear: only the strong commitment of top-management can really make the difference and truly enforce diversity and inclusion policies within companies. This enforcement is

then ensured through the adoption of specific HR policies and structures, and can become credible only with the implementation of measurement systems based on precise performance indicators.

Finally, participants were presented with a concrete example of an initiative adopted to increase the number of women working in managerial positions. Ms. Sofia Falk, CEO of Wiminvest (a consultancy firm helping businesses become more profitable by increasing the number of women in high management) presented the "Battle of the Numbers", a programme launched last November in Sweden by ten large companies to develop innovative strategies to attract and retain more female talent (and not only at CEO levels, but mainly at the operative level) based on the active



The Spanish delegation of CCP with President Ms. Elias

contribution of the already-existing potential of these women. Through the direct and internal experiences of women working for these companies, Ms. Sofia Falk explained, it was possible to detect strengths and weak points of the internal structure of the respective business and plan possible interventions that could be easily implemented in 6 to 12 months.

The participants to the meeting, representatives CEC European Managers Members and partners to the project, contributed actively to the various moments of the meeting, thus clearly demonstrating the great interest of managers to the issue and their willingness to contribute to the debate in their dual role of beneficiaries and implementers of the policies aiming at promoting women in managerial positions. Among them, Mr Carlo Parietti, President of the organisation Eurocadres, with which CEC European Managers works in close cooperation at social dialogue level via the Liaison Committee.

Future developments and next steps

As anticipated in the previous issue of this Newsletter, this meeting was intended to serve as the launching event of a larger scale European project, within the framework of an

application introduced to the European Commission with three partners (CFE-CGC France, LEDARNA Sweden, EUROCADRES). For this reason, in case the project is accepted, the kick-off meeting will be followed by a study and an international conference, where a larger pool of stakeholders would gather to further discuss the issue of female participation to the managerial workforce. But this meeting has been designed to work also independently from the approval and launch of the underlying European project, still providing a very valuable opportunity for CEC European Members to gather and share knowledge and bring the struggle for gender equality home to the national arenas, in an effort to raise awareness of all concerned stakeholders.

In the coming weeks, you will find available on our website presentations of the speakers, pictures of the event and further information on this kick-off meeting and the project.



Ms. Annika Elias, President of CEC European Managers, starts the meeting in Madrid



OUR MEMBERS



FICT renews its board

FICT is the sectorial federation of CEC European Managers regrouping managerial staff and executives' national professional organisations in the domains of transport (railway, road, maritime, air, public transport and auxiliaries of transport). FICT defends and represents the interests of its affiliated organizations and members and is active in the study of transport-related issues such as technical, security, economic, social and environmental ones.

Last 30 May 2013, the Ordinary General Assembly of FICT was convened in Paris. During this meeting, where the Danish Minister of Transport,

Tine L. Jensen took the floor to talk about the EU transport policies, the new office was unanimously elected.

The composition of the new office is the following:

The President: Per Jørgensen from DEA, Denmark

The Secretary-General: Emiliano D'Innocenzo from Aerquadri, Italy

The Treasurer: Claire Helene Lukas from DEA, Denmark

Vice Presidents by sector:

Vice President for the plane sector: Stefania Golinelli from Aerquadri, Italy
Vice President for the public transport

sector: Guerino Di Salvo from Fentraf-Quadri, Italy
Vice President for the maritime sector: Per Jørgensen (Ad interim)

The Board of Directors, which met the same day, decided to grant the title of Honorary President of the FICT to Mr Sergio Graziosi. He will be the official representative of FICT at CEC European Managers for the next three years.



QUEBEC conference :The Association of College Managers of Quebec celebrates its 40th anniversary.

For the past 40 years, the “trade unionism of managers” in Quebec is performed from within an association. In this regard, although it is not recognized as a trade union under the Quebec labor law, the Association of College Managers of Quebec (ACMQ) is the official representative of college managers to the government and to organizations in the media and education sector. Founded and incorporated under the Act on trade unions, ACMQ is present in all colleges and in all regions of Quebec. Here it accomplishes its main mission: promoting and protecting socio-economic interests of its members while favoring their professional development. It also intends to highlight the expertise of managers face to the public opinion through reports and various opinions.

At first glance, this associative scheme is very similar to the trade unionism of European managers, but with one major difference ... the absence of the right to collective bargaining of working conditions. A major issue supported by the National Confederation of Managers of Quebec (NCMQ) and the Confédération Canadienne

des Cadres / Canadian Managers Confederation (CCC- CMC), which have been both making the various levels of government, as well as major international labor organizations, aware of this fundamental question for many years.

An invitation for all managers

To mark this important 40th anniversary, the next conference of the Association of College Managers of Quebec will take place on the 7 and the 8 of November 2013 at Fairmont Le Manoir Richelieu in La Malbaie, a location of unrivaled beauty. The Conference; with the title of Managing: the art of juggling ... will be animated by prestigious lecturers and speakers. Moreover, European managers who are interested in this event can learn more about the detailed program at www.accq.qc.ca/Programme_ColloqueACCQ2013.pdf. For additional information, do not hesitate to contact me.



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