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Presentation of the results of the European Managers Panel

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Views of European managers from 12 countries on challenges and crises until 2019

Press contact : Johan Brisson

Mobile +32 475 76 90 10

Mail brisson@cec-managers.org

Contact Head of Office : Matteo Matarazzo

Phone +32 2 420 10 51

Mail matarazzo@cec-managers.org

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Synthesis

The results of the survey show very clearly that the managers in many European countries have deep trust into the European project as such. However, recent crises and threats also have an impact on their view about the future.

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.

1. Introduction: Why - What - Who - How?

1a. Why this Survey?

The view on European challenges and crises until 2019 from the point of view of European managers is unique. Never before a survey among managers on such issues has been conducted at European level covering 12 countries.

This survey was administered from end December 2015 until the 18th of January 2016.

The survey:

- Provides general indicators of how well the challenges and crises until 2019 are observed by the managers in Europe.
- Serves as a tool for the officers of CEC European Managers to assess their members and member countries and their point of view on politic, human, financial and social items.
- Gives to the officers of CEC European Managers critical information to answer the question: What concerns European managers today?

1b. What is the EMP?

The creation of EMP (European Managers Panel) was designed to consider what managers think about a series of issues, ranging from European challenges to professional-related themes. What are their expectations? What are their findings and ideas?

It is important to give voice to this target group and to bring the positions and ideas of managers into the European public debate. Managers affiliated to CEC European Managers' member organizations are highly skilled employees representing the top 15% percent of the workforce who build a natural bridge between the central management and the workers. In this group you find middle managers up to senior executives. With this survey we get a more realistic picture of what there is to know about European managers and their future expectations.

1c. Who Participated in the Survey?

The EMP Survey was distributed to a group of 1.400 European managers spread over 12 countries in Europe that accepted an invitation to participate in the survey.

The countries that have participated in the survey were Belgium, Denmark, France, Germany, Italy, Montenegro, Norway, Spain, Sweden, Poland, Portugal, and Slovenia.

The answers to the questions were entered through SurveyMonkey via the internet.

On January 18th 2016, 410 answers were recorded.

1d. How was the Survey Sample Designed?

The issues selected and the questions that compose the survey were chosen by a pool of internal experts on a scientific base. They were inspired by current European affairs and events.

CEC European Managers designed the survey by using the SurveyMonkey tool to produce valid results.

The survey was directed at European managers who are affiliated to national organizations, members of the CEC European Managers. A total of 12 countries participated in the survey.

These countries represent around 80% of the CEC European Managers geographical coverage.

1e. How was the Survey Administered?

- The survey was conducted electronically on the Internet.
- The SurveyMonkey tool facilitated the distribution, completion, and collection of the survey.
- To encourage higher response rates, CEC European Managers sent multiple follow-up emails to panel members.
- Respondents could email the Communication Manager for assistance in case of questions about the survey or individual survey items.
- To encourage higher response rates, CEC European Managers translated the English survey into French.

2. The interpretation of the results by the CEC President

Until the beginning of this year, more than 1,400 managers have registered in the European Managers Panel (EMP).

CEC decided to launch the European Managers' Panel a little less than a year ago, as a tool to consult managers on a regular basis on issues of common interest for them and to increase their visibility vis-à-vis the public opinion. The first survey focused on professional mobility, which respondents massively saw as a positive fact that enriches both one's career path and the community.

I am grateful now for the willingness of so many European managers to devote their time to respond to this second survey, dedicated to the main challenges Europe is confronted with in these troubled times. Members' view on challenges and crisis in Europe is important to realize CEC's mission, to give voice to the European managerial workforce and to defend its positions and interests at institutional level.

During the press conference of today, let me take some time to illustrate in depth the results of the survey. But the overall message we want to convey is clear: there is no alternative to a United Europe in finding concrete and effective solutions to the many problems we have today.

The terrorist threat, the refugee crisis or the prospects of a further weakening of the European institutional mechanism that the risk of a "Brexit" might entail: the response to Europe to these challenges can only be found in a strong, mutual effort.

CEC European Managers has always supported the European integration as the only feasible path our countries should take to ensure growth, prosperity and peace in a complex international environment. There is no doubt that Europe needs reforms to be fitter for global competition and to better respond to the demands of its citizens. But these reforms need to be adopted in a spirit of true European solidarity, and in the interest of Europe as a whole – there can be no room in the future for nationalistic solutions like closing borders or adopting conflicting macro-economic policies.

We hope that the voice of European managers on how Europe should tackle its challenges will have some resonance, and will add to all those who think that the solution to Europe's weaknesses is not less, but more Europe.

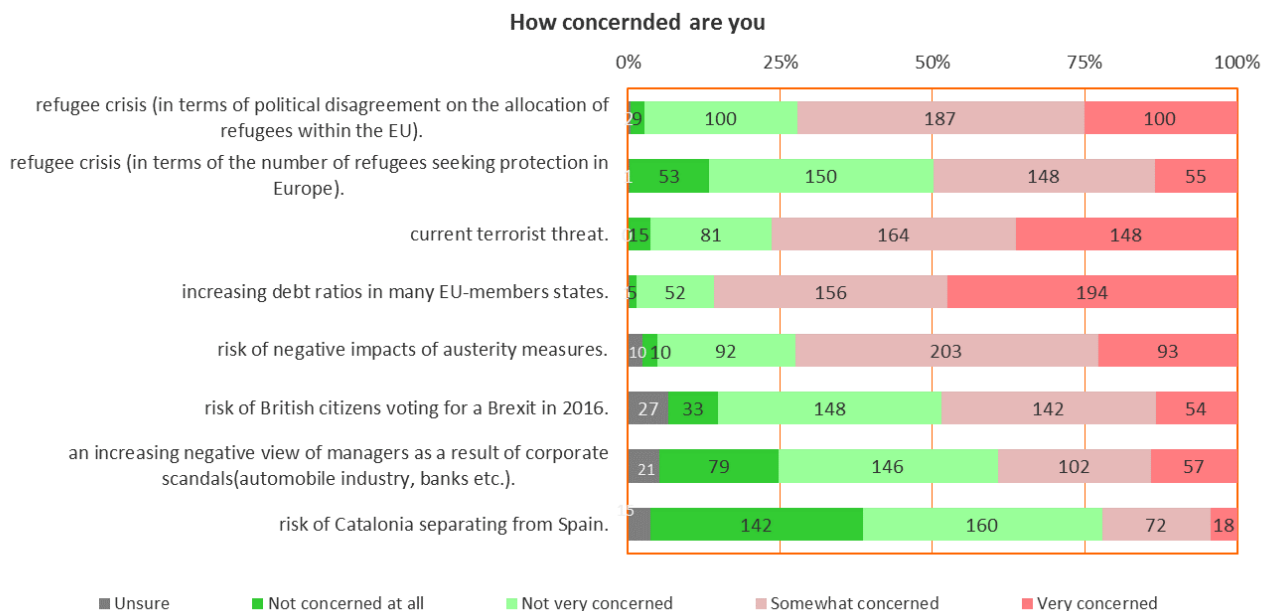
Ludger Ramme
President

3. The Results

The three questions of the survey:

- 1) How concerned you feel about the refugee crisis, austerity measures and sovereign debt crisis, terrorist threat, Brexit and independent Catalonia, worsening of managers' public perception.
- 2) What will be the future evolution of the above-mentioned challenges?
- 3) Subsidiarity: who will be more powerful in the future? The EU, Member States or regional/local authorities?

3.a. How concerned are you about the ...



	Very concerned	Somewhat concerned	Not very concerned	Not concerned at all	Unsure	Total
current terrorist threat.	25.13% 100	46.98% 187	25.13% 100	2.26% 9	0.50% 2	398
an increasing negative view of managers as a result of corporate scandals(automobile industry, banks etc.).	13.51% 55	36.36% 148	36.86% 150	13.02% 53	0.25% 1	407
refugee crisis (in terms of the number of refugees seeking protection in Europe).	36.27% 148	40.20% 164	19.85% 81	3.68% 15	0.00% 0	408
refugee crisis (in terms of political disagreement on the allocation of refugees within the EU).	47.55% 194	38.24% 156	12.75% 52	1.23% 5	0.25% 1	408
increasing debt ratios in many EU-members states.	22.79% 93	49.75% 203	22.55% 92	2.45% 10	2.45% 10	408
risk of negative impacts of austerity measures.	13.37% 54	35.15% 142	36.63% 148	8.17% 33	6.68% 27	404
risk of British citizens voting for a Brexit in 2016.	14.07% 57	25.19% 102	36.05% 146	19.51% 79	5.19% 21	405
risk of Catalonia separating from Spain.	4.42% 18	17.69% 72	39.31% 160	34.89% 142	3.69% 15	407

EU Managers are more afraid of the refugee crisis than of terrorism

- 47% are very concerned about the refugee crisis
- only 25% are very concerned about the current terrorism threat

EU Managers are more afraid of the refugee crisis than of the increasing debt rates

- 47% are very concerned about the refugee crisis
- only 22,8% are very concerned about the increasing debt rates

Over 72% of the EU managers are not concerned about the risk that Catalonia separates from Spain

What conclusions can be drawn?

European managers are very concerned about the refugee crisis

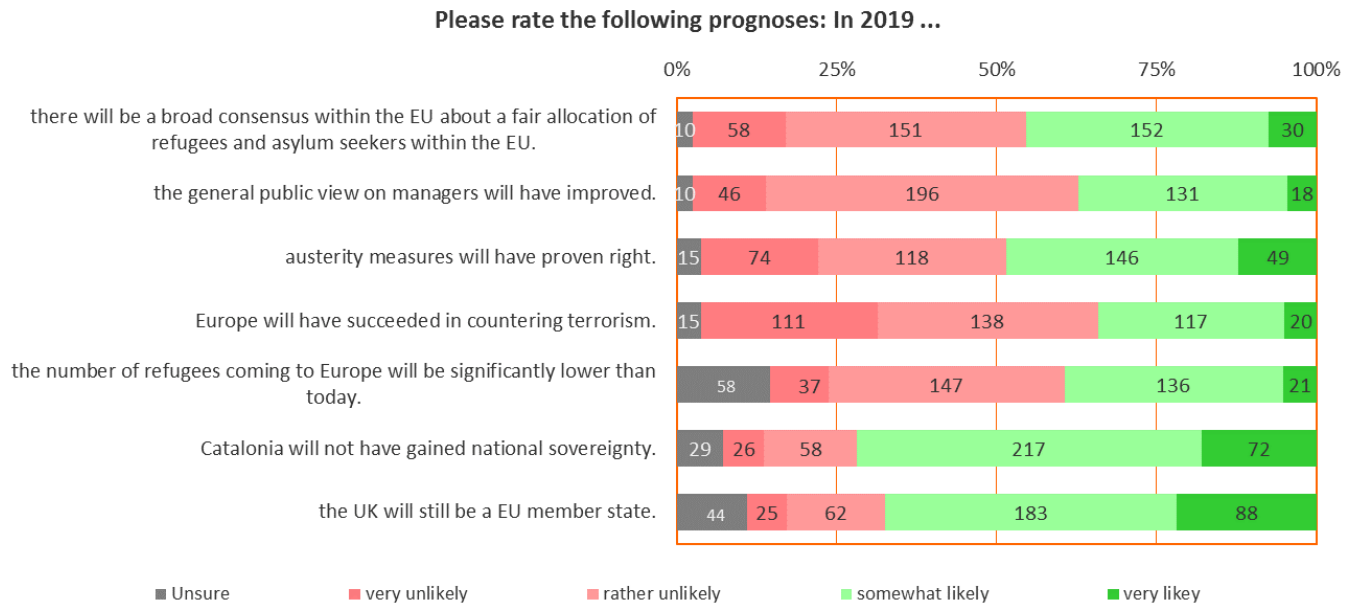
European managers are very concerned about the effects of the refugee crisis, in terms of the impact the flow of people will have both on the foundations of the European Union (its institutions, the solidarity among European countries and the capacity of "political" Europe to find common solutions) and its economic and social fabric.

Europe is now experiencing an unprecedented crisis that, according to many, threatens its survival. More than ever, CEC European Managers believes that the solution can only be found in more Europe. There can be no alternative for European countries and people outside a common framework, in which the sense of a common destiny is the basis for shared actions and goals.

Europe cannot give up to any of the great achievements that have marked its development, and must rather work to reinforce them, raising people's awareness of the positive impact these advancements have on their lives. Schengen, and the freedom of movement within the European Union, is of course one of these: Europe must find effective ways to ensure the control of external borders, responding to the legitimate requests of those countries that are most hit by the flow of refugees with measures based on solidarity, the enforcement of the law and the respect of human rights.

3.b. How do you judge the likelihood of the following scenarios related to the above-mentioned crises?

Rate the following prognoses: In 2019 ...



	very likely	somewhat likely	rather unlikely	very unlikely	Unsure	Total
Europe will have succeeded in countering terrorism.	7.48% 30	37.91% 152	37.66% 151	14.46% 58	2.49% 10	401
the general public view on managers will have improved.	4.49% 18	32.67% 131	48.88% 196	11.47% 46	2.49% 10	401
the number of refugees coming to Europe will be significantly lower than today.	12.19% 49	36.32% 146	29.35% 118	18.41% 74	3.73% 15	402
there will be a broad consensus within the EU about a fair allocation of refugees and asylum seekers within the EU.	4.99% 20	29.18% 117	34.41% 138	27.68% 111	3.74% 15	401
austerity measures will have proven right.	5.26% 21	34.09% 136	36.84% 147	9.27% 37	14.54% 58	399
the UK will still be a EU member state.	17.91% 72	53.98% 217	14.43% 58	6.47% 26	7.21% 29	402
Catalonia will not have gained national sovereignty.	21.89% 88	45.52% 183	15.42% 62	6.22% 25	10.95% 44	402

The UK will still be a EU member state in 2019, prognoses over 72% of the EU Managers

- 54 % think it's somewhat likely that the UK will stay a EU member
- 18 % think it's very likely that the UK will stay a EU member
- Only 6,5 % think it's very unlikely that the UK will stay a EU member

EU managers are afraid the general public view on managers won't have improved in 2019

- 49 % think it's rather likely that the general public view on managers won't have improved
- 11,5 % think it's very likely that the general public view on managers won't have improved

What conclusions can be drawn?

The EU breakup is unlikely, but very risky

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

European managers oppose the Brexit, which would really be a major blow capable of jeopardizing the hold of the European model. Of course, the sovereignty of Member states and the freedom of choice of their citizens must be fully respected, but awareness must be raised on what the decision of the UK to leave the European Union would mean for it.

It is legitimate for governments and citizens to ask for changes in the current architecture, but given the deep level of interdependence among EU countries, such an "autonomous" solution is not possible.

Managers urge the right balance between austerity and social sustainability

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 we do not.

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

Our economies are slowly recovering from the crisis, but there are still many differences among European countries, and the social effects of the recent financial downturn are still very strongly felt. Furthermore, current growth prospects for the future in the Eurozone seem to be weakening, as international tensions rise and economy is slowing down in many parts of the world. For this reason, financial and macro-economic rebalancing policies must continue, but they need to be more “socially” sustainable. It is necessary to ensure a balance between growth-friendly fiscal consolidation measures and social interventions to cushion the effects of budgetary cuts.

Managers are aware and partially concerned about their image

What do managers think about their 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.

The managers we represent are very often wrongly seen as the main responsible for bad corporate policies and decisions, whereas it is only a very small minority that ruins the image of the whole category. The intention of CEC European Managers to develop a set of CEC quality criteria demonstrates our intention to work seriously on this issue.

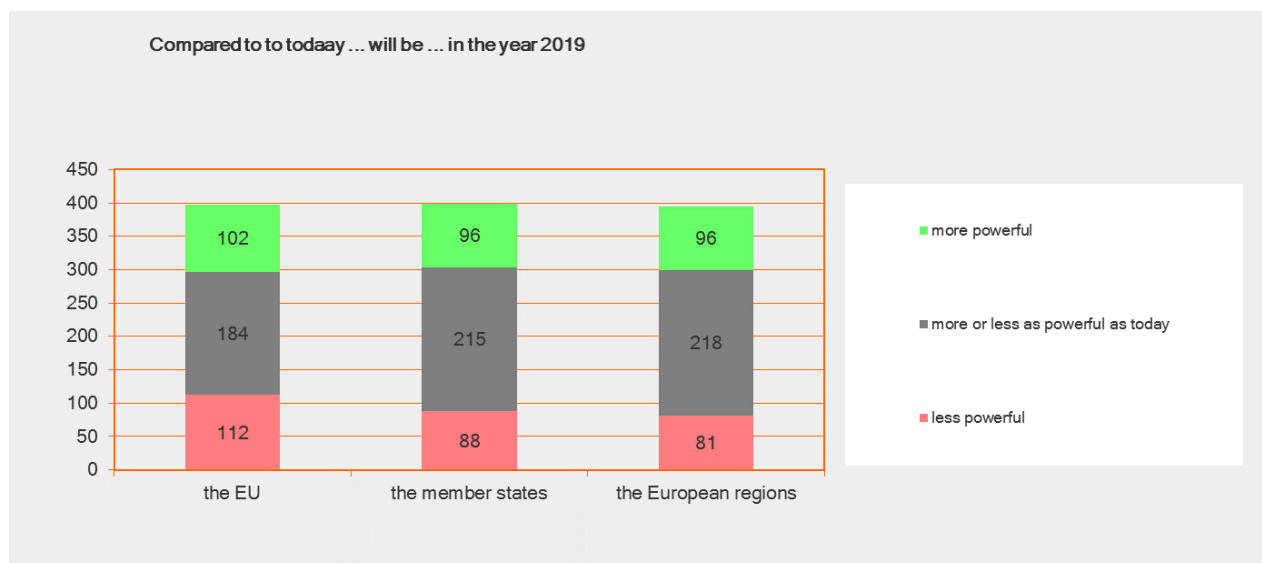
3.c. Compared to today, what changes do you see in the distribution of power between the EU level, the member states and the regions.

The context of the 3rd question

Since its early beginnings the subsidiarity principle has been one of the cornerstones of the EU. In a nutshell it stipulates that the EU may only intervene if it is able to act more effectively than EU countries at their respective national or local levels.

Today, the question of whether the EU is the most competent level at which the fundamental problems should be dealt with is discussed more vividly than ever.

We have therefore asked for a prognosis for the year 2019: panellists were required to answer about what changes they would see in the distribution of power between the EU level, the member states and the regions, compared to today.



	more powerful	more or less as powerful as today	less powerful	Total
the EU	25.63% 102	46.23% 184	28.14% 112	398
the member states	24.06% 96	53.88% 215	22.06% 88	399
the European regions	24.30% 96	55.19% 218	20.51% 81	395

EU member states will maintain their force in 2019, according to 54 % of EU managers

- Even 24 % think EU member states will more powerful in 2019
- Only 22 % think EU member states will less powerful in 2019

Most respondents stated that European regions will be more or less as powerful in 2019 as today

- About 60 % think EU regions will be more or less as powerful in 2019 as today
- Over 24 % think EU member regions will be more powerful in 2019
- Less than 21 % think EU member regions will be less powerful in 2019

What conclusions can be drawn?

No preference for major institutional transformation

Data collected clearly show that respondents have trust in the current distribution of competences between the different levels of power. And this could be seen as a proof of the fact that managers consider it unlikely that, despite all the challenges ahead, a major restructuring of the balance of power within Europe will be necessary or helpful.

4. Who is the CEC?

CEC European Managers is one out of the six cross-industry European Social Partners. Through its national member organizations and professional federations it represents more than one million managers in Europe.

CEC European Managers promotes and defends the interests of managers in Europe. It represents the specific views of managers towards the European institutions and other stakeholders.

CEC European Managers is an independent Social Partner in the European Social Dialogue.

The official name of CEC is “Confédération Européenne des Cadres”.

CEC as a Social Partner

In 1985, the European Social Dialogue appears for the first time in the Treaty of the European Communities, which in 2009 has become the Treaty on the functioning of the EU (TFEU) and is a key element of the European social model.

At national level, it is complementary to the social dialogue and industrial relations and contributes to the social policy of the EU, through the definition of the European social standards.

Under the European Social Dialogue, European Social Partners are consulted before the drafting of legislative proposals on social issues. 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 in 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 employers and trade-unions; and a tripartite Dialogue between Social Partners and the European institutions.

CEC European Managers is an independent organization within the employees’ delegation, next to ETUC and Eurocadres. CEC European Managers promotes and defends more specifically the interests of managers.

Through its professional federations, CEC European Managers is also present in the Sectorial Social Dialogue.

History

Managers were among the first to understand the need to have a representative organization at international level.

In 1951 the French, German and Italian federations of managers and executives formed the CIC (International Confederation of Managers).

Driven by the desire to participate more actively in the European social dialogue and to be able to have a political influence on the unification process, this international confederation founded the European confederation of managers in 1989.

Our milestones

1951

Three national confederations of executives and managers from France, Germany and Italy create together the International Confederation of Managers (CIC). New members have kept on enlarging the Confederation ever since.

1989

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

1999

Formal agreement between CEC and Eurocadres to represent managers in cooperation at European level. CEC joins the employees' delegation and begins negotiations under the social protocol representing the interests of managers.

2009

Integration of CEC European Managers as social partner in the industrial report established by the EC.

2013

Eurofound confirms the representativeness of CEC European Managers in its report

CEC European Managers and EESC

The European Economic and Social Committee (EESC) have been created as a consultative body for the European institutions. It brings together representatives of the European socio-economic sector, and is divided into three interest groups: employers, employees and other stakeholders.

CEC European Managers has developed ties with the EESC Group II through the mandates of representatives of its member organizations.

5. Facts & Figures about the CEC

1.000.000	the number of managers CEC European Managers represents throughout Europe
2013	in its study on the representativeness of European Social Partners, Eurofound confirms the role and position of CEC European Managers.
2009	official recognition of CEC European Managers as one of the six European social partners in the cross-industry and sectorial social dialogue.
1999	formal agreement between CEC European Managers and Eurocadres to represent managers in cooperation at European level. CEC joins the employees' delegation and begins negotiations under the social protocol representing the interests of managers.
1993	The European Parliament adopted the resolution on the situation of managerial staff in the European Community (Gil-Robles resolution)
1989	Foundation of CEC European Managers (Confédération Européenne des Cadres)
20	the countries of Europe where we are present
16	the cross-industry national organizations members of CEC
7	the number of European professional federations members of CEC

6. Contacts

Contact for the press (not for publication)

Johan Brisson – Communication

Mobile +32 475 76 90 10

Mail brisson@cec-managers.org

Matteo Matarazzo - Head of Office

Phone +32 2 420 10 51

Mail matarazzo@cec-managers.org

Public Contact

CEC European Managers
Rue de la Loi 81a
1040 Brussels - Belgium

Tel +32 2 420 10 51

Mail info@cec-managers.org



Website

www.cec-managers.org

CEC Managers Network

www.cec-managers.info

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