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EDITORIAL

This winter has been long and cold. Not only concerning the weather, but even more so when we look upon the economic and social situation for the countries within Europe. Throughout the Union the wheels are turning slowly and the economic growth is extremely low. Compared to other regions of the world the EU is still not back on track after the long recession.

“Unemployment is still much too high in Europe”

The continuous problems and worries around the banking sector now affect not only nations and companies on a large scale, but also individual citizens. Unemployment is still much too high in Europe, and if you look at the condition of younger generations, in some countries almost half of the young people are without jobs, even those among them with long qualified educations. This is an enormous waste of resources; this is a generation who is expected to pay for our welfare-system but right now has no employment, which means no earnings.

This situation will have long term effects. **The hope and willingness of young people to contribute to the society in which they live is put to a test.** They cannot build pension funds for the future or pay for health insurance, and social welfare will be reduced for coming generations. If they don't have job, a salary, a place of their own or a future, many young people will not dare to raise a family or make other decisive choices in their lives.

In the CEC project of 2012 “The impact of demographic change on the future availability of managers and professionals in Europe” (you will find a more ample description of its contents, methodology and conclusions in this Newsletter) we were able to show that Europe faces a severe risk

of not having enough high skilled people in the labor force in the coming decades. This also means that we risk not having enough managers to build the competitive companies we so badly need. The loss in competence when well-educated young people are not allowed to practice their skills will put us into an even bigger disadvantage when compared to the economies of Asia and US. The unemployment of youth is something that has to be addressed with the highest priority!

Europe cries out for leadership. CEC, representing a million of affiliated managers and giving voice to many more throughout Europe, understands the value of a good

“we need a policy that will unite Europe”

and strong leadership. Managers are at the forefront of everything that happens on the labor market and in the economy. **Managers are willing to help, but we need a policy that will unite Europe and start the wheels turning again.** The Union of the European countries is put to a test. Holding it together and focusing on common goals will take us into the future.

Annika Elias, CEC President



A new vision for the years to come

The Executive Board of CEC discusses the future vision and mission of the Confederation

CEC has a long history: initially founded as CIC (Confédération Internationale des Cadres) in 1951, in 1989 it evolved into the Confédération Européenne des Cadres, thus becoming the oldest European association representing exclusively the interests of managers. Since then its structure has changed, accepting new Members and representing new categories of professionals and executives, while the range of activities and possible fields of involvement at European level of CEC have increased. The opportunity to discuss together with all Members the current and future needs, priorities and goals to achieve and define a precise roadmap to accomplish them has therefore arisen.

In response to a precise wish voiced during the 2012 Assembly General in Berlin, and in an attempt to offer CEC Members the opportunity to express more openly their positions on this issue, the Officers have invited the Members of the Executive Board to a two-day meeting in Mallorca, Spain, on 21 and 22 February. The meeting has been devoted to defining a new vision and finding new priorities for the future activities of CEC and the consequent strategy to adopt. The Executive Board is one of the three statutory bodies of CEC: it includes one representative per national Member association and two delegates representing Federations, and has an advisory and consultative role.

Under the guidance of a conference facilitator, the 19 participants have gathered for a brainstorming on the afternoon of the first meeting day, during which they have been able to present their own ideas on what topics CEC should focus on and what priorities should our association pursue in the future. These suggestions have then been formalized into a more precise statement and sorted in order of importance and priority in the course of the second day.

These two documents will be finalized and voted by the Members of the CEC Steering Committee during the traditional spring meeting of 24 April.



A moment of the CEC Executive Board meeting in Mallorca.

CEC contributes to the debate on demographic change



and women remains stable and the second one predicting an increase of the female share). Taking into account the different conditions of the five selected European countries and the different impact of current and future demographic trends on the population of each country, the study shows how dramatic a lack of skilled workers will be in the next future and how the combination of a greater female participation to the workforce (both in general and for managers) and longer career paths will help counter the overall ageing of the population, although this penalty will be accentuated in the shorter term.

managers are also responsible and mature members of the society, and have a specific collective responsibility towards the communities they live in to react to this problem. Both documents are available to download (in English, French and German) on the CEC European Managers website.

The CEC has been invited to present next 27 May its study to the Liaison Forum meeting, a forum organized by the European Commission in which European social partners at sectorial level meet and exchange ideas, best practices and working programmes. It is a great success, for both CEC and all its Members, as it is the acknowledgment of the high quality level of its work.

Within the framework of the « European Year for Active Ageing and Solidarity between Generations », CEC European Managers launched a study on the effects of demographic change on the future availability of managers in Europe. This study, conducted by Professor George Leeson of the Oxford Institute of Population Ageing, is a real innovation for CEC for its level of scientific analysis and academic substance.

The study aimed at providing a forecast of the future size of the managerial workforce in five European countries (United Kingdom, France, Germany, Italy and Sweden), and has been conducted as follows : two workforce rate scenarios (one assuming a constant workforce rate for the future and the other factoring the trend of delaying retirement age) have been combined with two gender distribution scenarios for managers and professionals (the first one assuming that the current proportion between men

Together with the “longer” version of the study, CEC has commissioned a concise version of the report, which conveys in a graphically appealing way the most relevant messages that can be derived from the study.

In addition to that, based on the indications and experience of its Members, CEC has collected some useful instructions for managers and professionals to raise awareness on the effects of demographic imbalances and the kind of active ageing policies that can be adopted on the workplace and at a society level. Managers act in a position of leadership, and have the possibility to influence all the different internal procedures of the companies they work for; for this reason they are in the best position to make companies adopt “age-friendly” measures and promote age mainstreaming into their HR policies. But



The CEC Steering Committee meets in Brussels



Last 24 April the members of the Steering Committee of CEC European Managers have gathered at the European Economic and Social Committee in Brussels for the statutory spring meeting. Composed of representatives of Member associations, the Steering Committee is convened twice a year as the executive body of the Organization.

The participants have discussed at length the two documents drafted during the Executive Board meeting of February 2013 defining the new vision and priorities for the future activities of CEC. Both documents have eventually been approved unanimously, thus laying the foundation of the development of CEC for the years to come. The Officers' team has

consequently been given a mandate to develop a concrete action plan with proposals of possible measures to implement these new priorities.

Among the other points of the agenda, an update on the preparation of the next CEC Conference, which will take place in October in Madrid and the presentation of the report and the guidelines published in the framework of the 2012 project on demographic change (see previous article).

Finally, during the Steering Committee meeting of CIC (Confederation International des Cadres) – the international organization representing managers worldwide – which followed the same day, the plans for the relaunch of the Organization have

been presented in cooperation with Mr. Christophe Lefevre (CFE-CGC) who has been nominated responsible for this task by the Officers' Team.

Our window on Europe

CEC past and future appointments in Europe

13 February - Social Dialogue Committee meeting, Brussels

The Social Dialogue Committee gathers the representatives of European and national cross-sector Social Partners. It meets 3-4 times a year and is a forum for Social partners to exchange views, adopt joint documents or the results of negotiations and inform the Commission of the results of their discussions.

20 March – First meeting, Working Group on Economic Governance, Brussels

Social Partners have been invited

to formulate suggestions on how to improve their participation in the different phases of the European Economic Governance process.

10 April – Second meeting, Working Group on Economic Governance, Brussels.

26 April - EURES Conference, Brussels

EURES is the European portal for job mobility and job matching, which will soon undergo a reform. During the meeting all stakeholders will be presented with these changes and discuss further developments.

06-07 May – Demographic Forum, Brussels

The European Commission organizes a meeting with European and national stakeholders to discuss the impact of demographic changes on social policies.

27 May – Liaison Forum Meeting, Brussels

Tripartite meeting of European sectorial social partners with the European Commission. This meeting will focus on demography, and CEC has been invited to present the conclusions of its 2012 Project.

The European Commission refers Italy on managers' issues

Last October the European Commission decided to refer Italy to the Court of Justice of the European Union (CJEU) for inadequately transposing the European legislation on collective redundancies with regard to managers. According to the European directive 98/59/EC, employers contemplating collective redundancies shall begin consultations with all workers' representatives; but the Italian law transposing the directive (law 223/91) has excluded the representatives of managers from these consultations.

According to the Commission, such exclusion is to be considered an unjustified discrimination against this category of workers and can

result into a further reduction of the protection level of other categories of workers. In order to ensure a fair transposition of the directive, the Commission insists, the definition of "workers" cannot be left to the free evaluation of Member States, but must be made in line with the principles of European legislation and fundamental rights; whereas the Italian authorities (including courts) usually interpret the law as excluding managers from the categories of workers to whom this directive applies. In Italy, managers (*dirigenti*) include not only high-level executives who detain real decision-making power but also middle and lower-level ones.

The judgement of the CJEU might

have further impact on those legal and contractual provisions concerning the protection of the employment and could introduce substantial changes to the Italian labour legislation on managers.

Luigi Caprioglio, CEC Secretary General



CCP meets the European People's Party in Brussels

The Spanish Confederation of Managers and Professionals (CCP) has met in Brussels with members of the European People's Party (EPP) in order to create ties between the CCP and politicians sitting in the European Parliament.



CONFEDERACION DE CUADROS Y PROFESIONALES

The event took place on April 23 and was attended by CCP president, Mr. Angel Cardo, CCP Secretary General, Mr. José Ignacio Gutiérrez and CCP Secretary for International Relations, Mr. Javier Vázquez. On behalf of the EPP attended Ms. Teresa Jiménez Becerril, member of the Committee on Women's Rights and Gender Equality and Ms. Verónica Lope Fontagne, member of the Committee on Employment and Social Affairs.

The CCP delegation used this meeting to invite Teresa Jiménez to the Annual Conference of CEC, which will be held in Madrid (Spain) on October 25th, and which will deal

with the gender equality issue. Besides that, CCP informed Ms. Verónica Lope about its interest in studying the possibility to set a framework of trade unions at European level, and requested support in campaigning for easing the pressure for economic reforms in those countries with budgetary problems.

CNC-NCK General assembly



The Belgian organization CNC-NCK held its General Assembly last 26 March 2013 in Brussels. It was convened to elect the President and Vice-Presidents for the next 2 years. The incumbent President, Mr. Herman



Claus, has been reelected without surprise, in the same way as the incumbent Flemish-speaking Vice-President, Mr. Luc Vinckx.

None of the two incumbent French-speaking Vice-Presidents run for re-election; Ms. Cristina Pinana-Lefebvre and Mr. Leo d'Antuono have been elected to the post.

The Assembly has been introduced by a training day for the elected representatives of CNC-NCK to Work

Councils. Four main themes have been selected for this training:

- A deeper knowledge of the European institutions.
- How to obtain EU funding.
- An introduction to CEC.
- The functioning of the European Works Councils (EWCs).

CNC-NCK would like to thank in particular for attending this training day Mr. Matteo Matarazzo, CEC Office Manager, for his presentation on CEC and Mrs. Laurence Matthys and Mrs. Francesca Breuil for the logistical support to the organization of the training session offered by CFE-CGC. The speaker that was supposed to represent CFE-CGC to the Assembly has not been able to participate for health reasons.

Lederne Norway encourages Ryanair boycott



Lederne Norway urges both the government and the Norwegian people to stop the airline. – “Ryanair violates the most basic rights in the Norwegian labour market. We simply do not want such employers to be allowed to operate on Norwegian soil. Both consumers and the government must take responsibility and do what they can to prevent workers from being exploited”, says Jan Olav Brekke, President of Lederne, in a recent press release.

A standard Ryanair employee contract contains many elements directly in violation of Norwegian labour and tax laws.

“Governments at all levels must take their share of responsibility. Østfold County Council, which invests heavily in the Rygge Airport Ryanair base should be making demands. And the government must actively work through the EU to achieve common European rules which prevent the exploitation of labour and tax evasion, as Ryanair does” says Brekke.

In a 2010 statement Lederne urged

members to boycott Ryanair on their travels. If employees or members make job related travel on Ryanair it will not be covered by Lederne.

FECC participates to The High Level Tripartite Forum on Construction



The High Level Tripartite Forum on Construction (HLF on Construction) has been set up by the European Commission in the context

of the implementation of the Construction Communication adopted in July 2012, accompanied by an Action Plan. Its main scope is to discuss and implement the priorities for the thematic groups reflecting the 5 key areas of the Commission's Action Plan. 48 representatives from Member States and EU associations attended the first meeting of the Forum

The Commission presented the strategy, pointing out that the ambition is to respond to both short-term and long-term challenges. As a matter of

fact millions of buildings must be renovated or refurbished to meet 2020 energy targets; so “there is also a need to look further ahead, particularly in the contexts of skills, qualifications and natural resource use. The very fragmented nature of the construction sector could in itself be a challenge to the implementation of the action plan”.

The established thematic groups (TG) are the following:

1. Stimulating investment in buildings' renovation and innovation.
2. Skills and qualifications.
3. Sustainable use of natural resources.
4. Internal market for both products and services.
5. International competitiveness.

In cooperation with CEC, FECC

has been admitted to join Thematic Groups 1 and 2, thus having the opportunity to enjoy a direct contact with the main actors of Social Dialogue in the building and construction sector. This is an important achievement for the Federation, which will increase its visibility and offer new opportunities of cooperation at the European level.

Paolo Cannavò, FECC President