



EUROCADRES

General report
2018-2021

VISION 2017-2021

We are the trade union driver of change for a stronger knowledge-based Europe, real freedom of mobility and quality in working life for European professionals and managers.

MISSION 2017-2021

We voice the cross-sectoral interest of professionals and managers through advocacy, social dialogue, collective bargaining and joint work with member organisations and cooperation partners.

www.eurocadres.eu

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This general report of activity 2021 provides us with an overview of our activities and priorities in preparation of the discussions at our Congress on 20-21 October 2021. It covers the available reporting from the Congress October 2017 and is also the annual report of the year 2021 and financial report of 2020. For further information see the annual reports of 2018, 2019 and 2020.

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FOREWORD

by Martin Jefflén



COVID-19 has marked almost half of this Congress period. Since March 2020 all seminars and trainings have had to be postponed or turned into something else. For example, we converted our trainings on whistleblowing for trade unionists into an online self-learning tool and all our meetings have been in an online format. The launch of our [EndStress.EU](#) campaign was delayed considerably and was in the end moved to an online format. For our work on the transposition of the Whistleblower Directive, it has been a real challenge to work on coordinating member organisations' advocacy activities, when most trade unions have been completely overburdened with working of the consequences of the pandemic in terms of layoffs, restructuring and an alarming occupational health and safety situation. At the same time member states' governments have been delayed in their work on the transposition.

We should also remember the strictly human aspect of the pandemic. It has been a difficult period for many, and I can safely say that I have been affected personally, as an expat with all my social life connected to my work, with a period of mental health sick leave which started when we were almost one year into the pandemic. The pandemic has had a tremendous impact on how teams cooperate and function with each other. The fact that we suddenly stopped meeting each other and were reduced to faces on a computer screen makes it easy to forget that we are people, working together and that we are each other's work environment.

The deteriorating mental health situation is affecting workplaces all over the world, and the European Union's response has so far been quite underwhelming. Our work on EndStress.EU has sadly therefore become very timely. We were in a stress epidemic already before COVID-19 and the additional strain of the effects of the virus has added insult to injury.

The pandemic has also meant that the problem of constant connection has become more evident. Working from home has become part of the new normal in a way which we have not experienced before. This brings challenges as regards work organisation, leadership, ergonomics, blurring of boundaries of work and free time and lack of social interaction, to name a few perspectives.

The 2021 Congress is also when I, after eight years as President, pass on the presidency to a successor. When I accepted the nomination to be elected President by the 2013 Congress, I presented the following priorities:

- A stronger voice for Eurocadres in advocacy
- Strengthen the finances and put in place a strong, transparent and sustainable fees system
- Link projects closely to our political priorities.
- Find ways to work closer with affiliates in advocacy.
- Stronger and better co-ordinated co-operation with the ETUC

For the advocacy priority, the whistleblower protection stands out as the most obvious success story. Most of the work has been carried out during the years covered in this report, 2017 to 2021, and our success was made possible thanks to doing our homework, chiselling out three main thematic prior-

ities and being selective regarding which issues to work on. With limited resources the best way to progress has been to focus our attention to 3-4 key issues per year.

The financial situation has been improved considerably. Our reserves have been built to sustain our activities for a transition period in the event of a cashflow crisis and our fee system is now much more sustainable. We should note though, that there is no indexation of the fees, why it must maintain a priority to follow the development, and in particular, work on attracting more paying member organisations.

All projects which have been run the past few years have had a strong link to our key issues, which have been psychosocial risks, EU-wide whistleblower protection and up- and re-skilling.

Both our work with WhistleblowerProtection.EU and EndStress.EU have, for Eurocadres, been a new way to work with members, but to also build alliances with other trade unions, NGOs, academia and political parties. In a cooperation agreement with Akava 2014-2019, the Head of EU affairs was paid by Akava and worked for Eurocadres, while also maintaining a link to Akava.

The cooperation with ETUC has improved considerably since I was elected in 2013 and when we launched EndStress.EU it was done jointly with ETUC, as partners.

I am proud of the developments we have achieved together during the past eight years. We have a Whistleblower Directive in place, the support for a directive on psychosocial risks is growing and the Commission will not be able to neglect the issue indefinitely, our finances are strong, there is a cautiously growing interest from several ETUC member organisations to also take active part in Eurocadres' work and we are continuously strengthening our communication and our advocacy work.

Finally, I want to express my deep gratitude and appreciation to both previous and current colleagues in the staff of Eurocadres, the Presidium, ExCom and member organisations as well as our friends in ETUC, and in WhistleblowerProtection.EU and EndStress.EU. This report sees me pass the baton to our next President, following two terms and eight years leading Eurocadres.



Martin Jefflén

President of Eurocadres

POLICY AND ADVOCACY

In the Eurocadres Congress 2017, we adopted an action plan which had a strong focus on policy and advocacy. The part on external development areas highlighted policy monitoring, policy development, advocacy and external communication.

External development areas

By being professional, innovative and efficient in our external work we will be successful.

FOR THE CONGRESS PERIOD 2017-2021 EUROCADRES' EXTERNAL DEVELOPMENT AREAS ARE

Policy monitoring

We improve our policy monitoring to be better prepared, build our networks and have a better understanding of the processes of the EU and the European cross-sectoral social dialogue.

Policy development

We build and gather expertise to develop our capacity to formulate concrete policy.

Advocacy

We develop our networks to have access to influencing policy.
We build alliances to have a stronger voice.

External communication

We develop our external communication to better get our messages across to EU policy makers and social partners.

Through the past four years these development areas with their aims have been guidance for, in particular, the Secretariat. While we have continued to improve our capacity in advocacy, there is still a need to strengthen policy monitoring and communication, and in particular policy development.

Although some Executive Committee and Presidium members have occasionally worked together with the Secretariat (and in a few cases have even taken on the full responsibility to develop position papers or responses to public consultations), the ambition to better involve our elected representatives in the policy development has not been as successful as it should have been.

The long-term thematic priorities of Eurocadres, which were set in the vision at the 2017 Congress, have been *a Stronger knowledge-based Europe, Real freedom of mobility and Quality in working life*.

The key issues for Eurocadres have remained the same during the entire Congress period:

- Psychosocial risks
- EU-wide whistleblower protection
- Re- and up-skilling of professionals and managers

The conscious choice to be selective and strategic with our priorities has served us well. In particular the success story of our work for an EU-wide whistleblower protection is a good example of what we can achieve with limited resources when we build strategic alliances and build our own expertise.

Public and social partner consultations

Eurocadres has participated in the following public and social partner consultations by the European Commission during the Congress term.

2017		
November	Second phase consultation on a possible revision of the Written Statement Directive (Directive 91/533/EEC) in the framework of the European Pillar of Social Rights	Social partner consultation
2019		
February	Evaluation of the relevant provisions of EU law implementing the Treaty principle on 'equal pay for equal work or work of equal value'	
May	Gender equality strategy 2020-2024	Public consultation
2020		
January	Update for the Skills Agenda for Europe	Social partner consultation
February	First phase consultation on a possible action addressing the challenges related to fair minimum wages	Social partner consultation
May	Consultation on the White Paper on Artificial Intelligence – A European Approach	Public consultation
May	Pay transparency	Social partner consultation
November	Consultation Document Proposal for an Initiative on Sustainable Corporate Governance	Public consultation
November	Roadmap on EU Strategic Framework on Health and Safety at Work	Feedback contribution
November	Action plan for implementing the European Pillar of Social Rights	Public consultation
2021		
February	EU Strategic Framework on Health and Safety at Work	Public consultation
March	Green Paper on Ageing	Public consultation

March	First phase consultation of social partners under Article 154 TFEU on possible action addressing the challenges related to working conditions in platform work	Social partner consultation
July	Adult skills – Individual Learning Accounts: a tool to improve access to training	Public consultation
July	Micro-credentials – broadening learning opportunities for lifelong learning and employability	Public consultation
July	Second-phase consultation of the Social Partners under Article 154 TFEU on possible content of an EU initiative addressing the challenges related to working conditions in platform work	Social partner consultation

Stronger knowledge-based Europe

During this Congress period Eurocadres has put the emphasis on re- and up-skilling and just transition. Eurocadres adopted positions on both topics with which it contributed to the European Cross-Sectoral Social Dialogue and the Tripartite Social Summit. One key result is the sixth joint multi-annual work programme for 2019-2021 of the European social partners having skills as one of the six priorities, confirming that “rapid labour market changes such as the industry 4.0 revolution, digitalisation, social, demographic and environmental transitions and global challenges require joint actions on improving education and training systems in a way that fosters innovation and enhances employees’ re-skilling and up-skilling.”

In May 2018, Eurocadres participated with a two person delegation at the **European Higher Education Area Ministerial Conference** and the **Bologna Follow-Up Group (BFUG)**. Vice-President Paula Ruíz Torres and Head of EU Affairs Janina Mackiewicz took part in the proceedings.

Eurocadres has been a BFUG partner since 2005, organisations that wish to be associated with the Bologna Process/the BFUG but are not included in their Consultative member category. At present, five organisations, including Eurocadres, are BFUG partners. Partner organisations can, upon request, attend BFUG events and may be invited by a working group to send an expert who will participate to the work. In a [blog](#) published on the Eurocadres website after the Conference, Paula Ruíz Torres wrote that *[f]rom a trade union perspective, we are concerned that higher education and research sector*



workers in Europe who belong to the professional, managerial and technical community, face several difficulties. These range from degradation of their profession, to threats to their professional and personal autonomy, a low percentage of female researchers, risk of censorship and lack of freedom of expression, deterioration of working and living conditions of academics, freezing of salaries, cutbacks and precarious employment with temporary recruitment without a clear career prospects for young academics. These all jeopardise the attractiveness of the teaching profession in the higher education and research sector.

During the Finnish EU Presidency 2019 Eurocadres member Akava was co-hosting **HEL we can!** together with the Finnish EU Presidency. The event focused on skills and continuous learning and the economy of wellbeing was one of the topics raised during the conference, as the Council during the Finnish Presidency also adopted Council Conclusions on the Economy of Wellbeing.

In 2019 Eurocadres also established a cooperation with **ETUI, European Trade Union Institute** and **UNI Europa** to provide exchange of good practises on social partner activities for member organisations. This led to two separate European workshops on re- and up-skilling in October 2019 and in March 2020. Eurocadres member organisations appreciated the valuable input and information on different social partners approaches from various countries in Europe.



After this positive feedback Eurocadres heard the message and in 2019 we successfully secured EU funding to finance further activities on re- and up-skilling. The project, 'Skilling leaders: Re- and up-skilling of professionals and managers' started in the beginning of 2020. The project activities are three training seminars and a final European conference. The project aims to raise awareness among trade unions on their role in supporting re- and up-skilling policies and possibilities for their members, as well as depicting in which way this can be done by exchanging good case examples. It also aims at identifying barriers to re- and up-skilling and strategies to overcome these barriers and developing objectives for collective bargaining policies and strategies for effective implementation. Due to the COVID-19 pandemic the first seminar took place only in September 2020 and was held online. The two other seminars are postponed to beginning of 2022 as well as the final conference which is planned for spring 2022.

Real freedom of mobility

Free movement and mobility of highly skilled workers have always been one of Eurocadres' main priorities. In 2018 the EU celebrated one of its fundamental freedoms with the 50th anniversary of the founding regulation on the free movement of workers and citizens.

EU initiatives linked to mobility and migration have been extremely few the past few years. Since the last Congress, we have followed the process of the Blue Card directive, which has been among the key



#ICYMI the Blue Card directive was adopted in the @Europarl_EN last night. Earlier this week, Eurocadres President @mjefflen spoke with @euronews on the importance of this directive for the European labour market. bit.ly/2XpPqu6

Översatt tweeten



12:32 · 16/09/2021 · Twitter Web App

issues of Eurocadres. In 2021 the process of the adoption of the revised directive finally came out of a blockage in the Council. This step forward on the right to work and residency permits for highly qualified third country nationals was welcome progress on a migration related legislative initiative, the first of its kind for a number of years. An interinstitutional agreement was reached in May 2021 and in September and October the same year, the final version of the revised Blue Card Directive was voted through by the Parliament and Council. Martin Jefflén was interviewed by Euronews in mid-September about the adoption of the revised Directive. The Directive opens clear and transparent channels for migrants, while ensuring Member States have flexibility in maintaining schemes to fit their labour market needs. Revisions also expand the scope to include refugees, asylum seekers and seasonal workers all of whom will now be able to apply for the card, while the rules on Blue Card holders' families relocating to the EU are improved, with blue card holders & their families now able to accumulate years for long term residence even if moving to other EU countries.

Another issue which has been on the Eurocadres agenda since before the last Congress is the proportionality tests for regulated professions which was part of the Services Package. Inappropriate regulation can create a burden for professionals and generate obstacles for mobility. Regulation of professions should be objectively justified on the basis of public policy, public security or public health, or by overriding reasons in the public interest. In 2017 we had adopted two positions on this, one of them a joint position with CEPLIS, the European Council of the Liberal Professions. The Directive was adopted on 28 June 2018.

In 2019 European mobility had its ups and downs: On one hand the Posting of Workers Directive was improved, and the European Labour Authority (ELA) was set up. Eurocadres joined the task force of ETUC to follow and monitor the legislative process of the ELA and the Executive Committee was kept up to date on developments. However, on the other hand, Brexit negotiations and the final withdrawal of the UK from the European Union as of 31 January 2020 with the following transition period until 31 December 2020 was a setback for European free mobility.

In 2020 and 2021 the COVID-19 pandemic significantly reduced and removed all mobility in professional and private life. The pandemic introduced new, insurmountable obstacles to free and fair



Next Monday we'll know what our new @Europarl_EN will look like. Meanwhile, remember to vote for a Europe where you can move freely. #Mobility across borders increases cultural understanding and cooperation. #EUelections #EU2019 #voteEU #EP2019 #ThistimelmVoting #TellEurope



mobility. Where country borders had problematic consequences before, the difficulties became manifold. While physical mobility has been fully or partially on hold, Eurocadres has developed policies on telework. For us the right to disconnect, and the right to connect – both in our *Quality of working life priority* – have a clear mobility dimension.

Real freedom of mobility is a theme which runs as a common thread through our thematic priority Stronger knowledge-based Europe. In our trainings on re- and up-skilling of professionals and managers, the issue of mobility was discussed and the validation and recognition of skills on EU level was confirmed as being crucial for fostering transnational mobility of professionals and managers.

Quality of working life

The thematic priority Quality of working life is without a doubt the most content-packed of our three thematic priorities. There are of course also links to Real freedom of mobility and Stronger knowledge-based Europe in several of the topics in this thematic priority.

Whistleblower protection

The work on whistleblower protection has been a success story for Eurocadres. On 26 April 2016 Eurocadres hosted the first meeting of trade unions, NGOs, party groups in the European Parliament and academics. But most of Eurocadres' work on whistleblower protection has taken place after the Eurocadres Congress 2017. Since then, the directive proposal has been put forward by the Commission, the whole process of amending the directive proposal has taken place, it has entered into force and the transposition period soon ends on 17 December 2021. It is therefore four years filled with work from Eurocadres' side on whistleblower protection and this General Report cannot cover all this work.



Excerpts from the blog Santa came early to whistleblowers. Now the work starts.

by Martin Jefflén, published 16 December 2019

It has been a long and hard work. For a legislative process in EU it has however gone very fast. When Eurocadres launched an open invitation to the first meeting in April 2016 of what would become the platform WhistleblowerProtection.EU, the Commission was still arguing that there was no appropriate legal basis and a directive could not become reality. This was only three and a half years ago.

This mobilisation of trade unions and NGOs came out of the advocacy work on the Trade Secrets Directive in 2014/2015. When whistleblower protection became the most debated part of that directive, towards the end of the legislative process, those who wanted to continue to lobby for a new directive protecting whistleblowers gathered in the platform WhistleblowerProtection.EU. This platform now consists of 89 trade unions and NGOs who have cooperated on the campaign and advocacy work to get a directive and to improve it before



For Europe were immensely important and useful components, to mention a few. From the European trade union organisations (apart from Eurocadres) in particular EPSU, the European Public Services Union and EFJ, the European Federation of Journalists, were very active on the platform. [...]

An impressive win

The most impressive win of the whole process from directive proposal to adoption was undoubtedly removing the requirement to first report breaches to the employer, before safely being able to report to a competent authority. With both Germany and France among a blocking minority of opposing Member States it seemed unlikely that it would happen, but thanks to a hard resistance from the European Parliament, represented by its rapporteur Virginie Rozière (S&D, France) paired with a pressure from the platform and its allies, a few Member States were persuaded to end their opposition and the mandatory internal reporting could be removed.

We used the lead up to the European Elections to put pressure on the Council and stirred up national debate. For example Whistleblowing International Network managed to initiate a debate in the Dutch House of Representatives which helped change the position of the Netherlands who secretly was not at all acting in favour of removing the mandatory internal reporting. In Germany we addressed the Justice Minister who was also a lead candidate for the German S&D list, whereas S&D was acting to remove the mandatory internal reporting.

A second petition was made focusing on the key issues in the directive petition. Once again it was formally a cooperation of Eurocadres and WeMove.EU and it called for a directive including: the right to seek advice from a trade union and NGOs, the right to be represented by a trade union, the right to contact law enforcement directly, safe disclosure to journalists, safeguards for existing national whistleblower laws; and a broad whistleblower definition, with no extra test on how the reported information was acquired. The 100.652 petition signatures were handed over to the rapporteur of the European Parliament, Virginie Rozière together with 180.000 signatures gathered over a few years by Blueprint for Free Speech, FIBGAR and Riparte il Futuro. The in total well over a quarter of a million signatures were then brought by Virginie Rozière to the trilogue negotiations and handed over to the Presidency of the Council who later brought the signatures to the COREPER-II meeting which decided on the issue.

For a more detailed exposé of the advocacy and campaign work of Eurocadres and the WhistleblowerProtection.EU platform members see previous Annual and General Reports of Eurocadres 2016-2020, the whole text of the [blog](#) above and the academic papers [Is It Freedom? The Coming About of the EU Directive on Whistleblower Protection](#) by Greenwich University Professor Wim Vandekerckhove and [The European Union Whistleblower Directive: A 'Game Changer' for Whistleblowing Protection?](#) by Dr. Vigjilence Abazi

its final adoption. The platform has worked closely with political groups in the European Parliament, with whistleblowers and with academics.

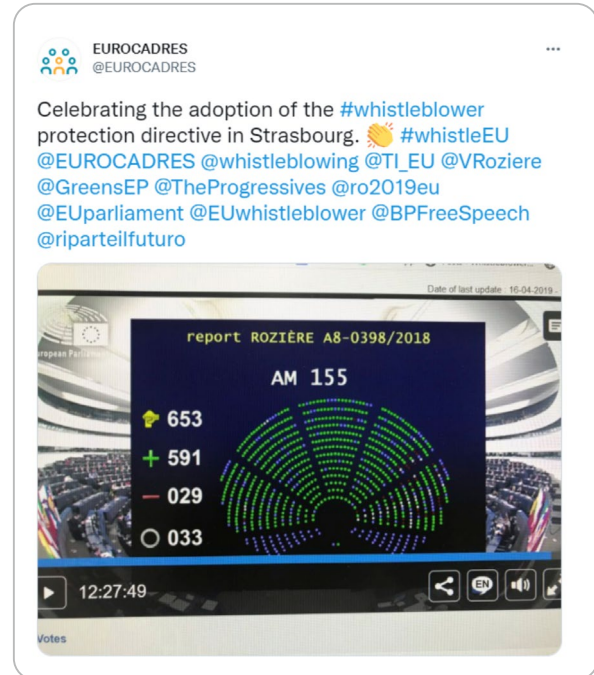
The strength of many

Many contributed with their respective strengths. The lobby experience of Transparency International, the legal expertise of Whistleblowing International Network and Government Accountability Project and the support by Open Society Initiative

Since 2018, Open Society Initiative For Europe (OSIFE) has supported Eurocadres' advocacy work on whistleblowing financially, which has enabled us to cover some staff and other costs. These grants have also made it possible for us to keep the WhistleblowerProtection.EU website up and running and to contribute to financing the **EU Whistleblowing Monitor**.

In 2019 Eurocadres' project trainings on 'Whistleblowing in European workplaces' started together with our project partner Protect, a UK-based whistleblowing charity. Four trainings were organised in Granada, Dublin, Paris and one online in November 2020. The project produced a "Whistleblowing toolkit" for workers' representatives. The toolkit is a step-by-step guide to best practice. The guide is available in eight languages on the Eurocadres web site. The final conference had to be cancelled due to the pandemic and instead we became creative, developing an online self-learning tool on whistleblowing. The idea of a learning tool was also stirred by the feedback we got from participants of the trainings asking for further training. The online tool will allow training possibilities for our member organisations beyond the end of the project. The content of the training tool is reflecting the written toolkit but in addition offering videos of experts and testimonies of national trade union representatives active in the field of whistleblower protection in their respective countries.

Our research project 'Whistleblowing in European companies: Industrial relations for successful implementation of reporting channels' kicked off in 2020 with **Maastricht University** as project



partner. The aim of the project is to advance industrial relations in EU Member States by providing guidance to employers and trade unions on designing and implementing reporting channels. We have organised a webinar and workshop in spring 2021 and produced a 'GUIDE – Internal Whistleblowing Channels and the role of Trade Unions', which is available in six languages. The final project conference will be organised in Madrid in October after our 6th Congress.

In 2020 Eurocadres joined a collaboration with **Whistleblowing International Network (WIN)** and **Transparency International EU Office** on an online monitor to follow the progress of the transposition of the whistleblowing directive in member states. It was launched as the **EU Whistleblowing Meter** and changed in June 2021 into the **EU Whistleblowing Monitor**. The monitor is run by voluntary country editors, including some Eurocadres members. Eurocadres

was also formally approved as an associate member to WIN in March 2020. Its associates are national and international non-profit organisations that are engaged in supporting whistleblowers and long term activities devoted to promoting whistleblower protection.

During the spring of 2020 Eurocadres issued a statement together with other trade union organisations and NGOs on the protection of whistleblowers reporting about wrongdoings during the COVID-19 pandemic. The same year in June, we signed a joint statement on ending ‘SLAPP’ lawsuits – Strategic Lawsuits Against Public Participation – in Europe. SLAPPs are aimed at scaring off individuals, trade unions, NGOs etc. from speaking out in the public interest.

Psychosocial risks

In 2018 Eurocadres started a two-year EU funded project on “Psychosocial health risks: professionals and managers in the front line”. During the two years, three training seminars took place in Budapest, Paris and Madrid with support of our local member organisations. The objective of the seminars was to raise awareness among trade unions on the subject but also to provide basic knowledge on the issue of psychosocial risks, challenges and trade union strategies. Further to the trainings, the project had also a strategic approach, pursuing a long-term strategy beyond the project period. In a workshop held in Bucharest participants from our member organisations discussed policy and advocacy strategies. One of the outcomes was the realisation of the need to advocate for a directive on psychosocial risks. This became the inspiration to initiate the [EndStress.EU](#)

campaign which was introduced during the General Assembly of Eurocadres in Lisbon 2019 and to a wider audience in the final conference of the project, immediately after the Lisbon General Assembly. This marked the closure of the project, however not the end of our engagement in the topic. Stress has become an epidemic. More than half of all working days lost in the EU are caused by work-related stress. The advocacy and campaign platform is calling on the EU Commission to tackle the stress epidemic and propose a new EU directive, which addresses psychosocial risks, violence and harassment and improves work organisation. The campaign is run by Eurocadres together with the ETUC and already has several partners from other trade unions and organisations.

In 2020, the European Parliament worked on an own legislative initiative report, calling for the right to disconnect. Eurocadres contributed with input to the MEP in charge of the dossier, highlighting also the need for a directive on psychosocial risks. While there is a clear occupational health and safety dimension to the right to disconnect, it is not the only dimension and only a legislative initiative on the right to disconnect would not be sufficient to tackle the stress epidemic. For that, work organisation must be addressed more broadly.

In the autumn 2020 Eurocadres organised a more formal [launch](#) of the campaign, which had been delayed due to the COVID-19 pandemic. The launch was organised online on 15 October 2020 with the presence of MEPs and ETUC and contained a strong message on the need for EU legislation to tackle stress at work.





In February 2021, we contributed to a public consultation on the EU Strategic Framework on Health and Safety at Work, an initiative we had already provided feedback to following the publication of the Roadmap in the autumn of 2020. We underlined that the strategic framework must make references to work organisation, and combatting psychosocial risks, violence and harassment. These need a central place in the upcoming strategy, preferably by means of a directive.

Our cooperation in the European Mental Health Alliance – Employment & Work has continued, with a few events and several joint statements and responses to the European Commission. (See more under Working together.)

On an issue closely linked to psychosocial risks and occupational health and safety of profes-

sionals and managers, Eurocadres has joined the campaign of the European Agency for Safety and health at Work (EU OSHA) on [Healthy Workplaces Lighten the Load 2020-2022](#) which is addressing the issue of millions of workers across Europe suffering from work-related musculoskeletal disorders (MSDs).

Digitalisation and the future of work

In June 2020 the European social partner organisations signed an autonomous framework agreement on digitalisation. Eurocadres was actively involved in the negotiations (see also chapter “European social dialogue”) and is committed to support its member organisations to implement the agreement. Eurocadres succeeded in receiving an EU grant to help build and strengthen capacities of its member organisations in this respect.

The project kicked off in June 2020 with a first workshop on digital skills. Two more will follow on the topics of the agreement: modalities of disconnecting and disconnecting, artificial intelligence and guaranteeing the human in control principle and respect of human dignity and surveillance. A fourth workshop is adding another dimension to digitalisation which is often neglected such as the effects on leadership. A final conference is foreseen for autumn 2022.

Artificial Intelligence

On the Artificial Intelligence, the Commission had set up an expert group, which in April 2019 published 7 guidelines for trustworthy AI: human factor and human control, technical robustness and security,



privacy and data governance, transparency, diversity, non-discrimination and equity, societal and environmental well-being and accountability.

This report led to a white paper published by the Commission on the safety and liability aspects of AI and proposed measures to increase investment into AI development and deployment and policy options for a future EU regulatory framework with a particular focus on high-risk applications.

Eurocadres highlighted the importance of national and sectoral negotiations between the social partners on the AI frame legislation and also at the workplace on the AI algorithms, their risk assessment and their impact on working conditions and the society as a whole. We also insisted on the importance of research for public interest in artificial Intelligence.

On 15 of October 2020, the General Assembly of Eurocadres adopted the resolution *Professionals & Managers' Social Responsibility for an Ethical AI*. This resolution pointed out the multiple risks of AI systems and the challenges for Professionals and Managers to design, develop and control ethical AI systems.

On 21 of April 2021, the European Commission presented its proposal on the regulation of Artificial Intelligence based on the 2020 White paper process in which Eurocadres has participated. While this regulation addresses the internal market rules regulating the development and placement of products and services using AI in the EU single market and specifically the high-risk of AI system, it fails to address the workplace dimension as regards social dialogue, information, consultation and participation of trade unions and workers' representatives.

Platform workers

In March 2020, Eurocadres participated in the first stage social partner consultation on improving the working conditions in platform work supporting the presumption of employment for platform workers and the reversal of burden of proof by platforms.

In the ETUC project “[New Trade Union Strategies for New Forms of Employment](#)” Ute Meyenberg participated in the steering committee.

In September 2021, Eurocadres participated in the second stage consultation addressing the challenges related to working conditions in platform work. We were also part of the ETUC's ad-hoc group on non-standard workers.

Telework and right to disconnect

During spring 2021, Eurocadres intensified our work on telework and the right to disconnect. Eurocadres adopted two positions on telework: one on overall policy and one regarding the Framework Agreement on Telework from 2002.

Eurocadres also adopted a position paper on the right to disconnect and met with Commissioner Schmidt's cabinet in July 2021 to share our view on the need for a legislation on the right to



disconnect as well as on the strategic framework on health & safety at work where the necessary legislative approaches are completely missing.

Gender equality

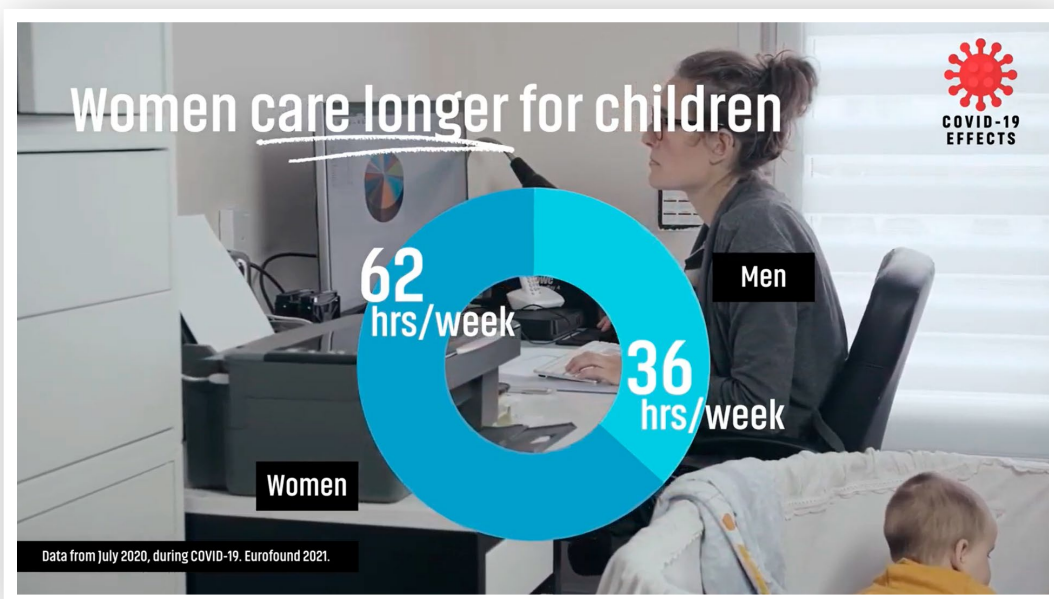
Gender equality has been a visible theme in EU policies the past years. Jean-Claude Juncker's previous Commission already introduced some gender equality initiatives, but the work has been intensified during Ursula von der Leyen's Commission. Eurocadres has participated both in public and social partner consultations, ranging from the gender equality strategy to increased pay transparency.

In 2021 the ETUC set up a working group on gender pay transparency, where one of our Vice-Presidents, Paula Ruíz Torres, represents Eurocadres.

Eurocadres has, on many occasions during this Congress term, created visual campaigns on gender equality, focusing for example on gender aspects of telework and work-life balance. Eurocadres has been very active with publications of [blog posts](#) and posts on Twitter, Instagram and Facebook. [News articles](#) have also been published. In 2021 a series of videos on the [gender pension gap](#), [gender representation on company boards](#) and the [effects of telework on gender equality](#).



In February 2020 Eurocadres participated alongside other trade unions in a pay rise demonstration organised by the ETUC, calling on the Commission for a directive on pay transparency for equal pay. In February 2021 Eurocadres adopted a position on [Pay Transparency](#).



In the weeks ahead of 8 March 2021, Eurocadres published three videos on different topics relating to gender equality.

EUROPEAN SOCIAL DIALOGUE

Eurocadres is a recognised cross-sectoral European social partner, and we participate in the EU cross-sectoral social dialogue as one of the three recognised organisations that represent employees. ETUC, the European Trade Union Confederation, coordinates the work of the trade union delegation. Through the Eurocadres-CEC Liaison Committee we exchange views and plan the Eurocadres and **CEC European Managers** participation in the social dialogue. Through two bilateral agreements Eurocadres represents also **CEPLIS** – the European Council of the Liberal Professions and **ANSE** – Association of National Organisations for Supervision in Europe, in the social dialogue.

Eurocadres was actively involved in the negotiations on the European social partners work programme 2019–2021. We succeeded in including our key priority issues such as digitalisation, psychosocial risks and up- and re-skilling.

The issue of digitalisation became the top priority of this work programme, and the social partners concluded an autonomous framework agreement in June 2020. Eurocadres succeeded in the negotiations to be visible and made its voice heard thanks to our negotiator, Jean-Luc Molins (UGICT CGT, France). The agreement covers several important aspects for Eurocadres, such as continuous learning and up-skilling also in soft skills and people management. Trade unions also unsuccessfully tried to include the “right to disconnect” in the negotiations, but with the strong refusal from employers. The “modalities of connecting and disconnecting” was instead discussed. The agreement confirms the important role of professionals and managers and their appropriate involvement in the whole process of digitalisation.

Tripartite Social Summit

Eurocadres’ key messages 2018

Just weeks after our 2017 Congress, Martin Jefflén represented Eurocadres in the extraordinary Tripartite Social Summit held on the eve of the Social Summit in Gothenburg, Sweden. In this meeting Eurocadres emphasised the need for a just transition and the importance of social partners working together with governments to find the best solutions. As the meeting was linked with the Social Summit where the European Pillar of Social Rights would be proclaimed, this was of course reflected in the discussions.

Our message on just transition was followed up in the ordinary Tripartite Social Summit in March 2018, when we addressed the need to ensure EU that promotes capacity building in the member states. We also promoted strong investment in Erasmus+ in the Multiannual Financial Framework.

Eurocadres’ key messages 2019

With one of the themes of the Tripartite Social Summit being cross-border mobility, Martin Jefflén raised the cross-border aspects of whistleblowing, the need to prioritise Erasmus+ in the Multiannual

Financial Framework and finally the strong growth of high skilled movers. A study on high-skilled movers released by the Commission shortly before the summit, states that high-skilled and medium-skilled movers now make up for three times the share of low-skilled movers. The night before the Tripartite Social Summit, a provisional agreement was made on Horizon Europe. This we welcomed, stating that *“Europe cannot afford to lose its talent in research and innovation. To stay competitive in the world market and be a forerunner in new ideas and inventions, public money is needed to ensure that we do not lose track. Therefore, the provisional agreement on Horizon Europe last night is a strong signal that the EU wants to lead the race on this. Sharing excellence and joining forces for a stronger knowledgebase will make us seen and heard on the global arena.”*

Eurocadres’ key messages 2020

Due to the COVID-19 outbreak it was for a long time unclear whether there would be any Tripartite Social Summit for Growth and Employment (TSS) before the end of the Croatian EU Presidency, but having been foreseen for March it finally took place on June 23, as most meetings in these COVID-19 times as a video conference. In his speech Eurocadres President Martin Jefflén highlighted the need for investment in occupational health & safety and addressing psychosocial risks.

At this meeting Eurocadres had three clear messages

1. Investments to relaunch the economy must make us stronger for the future
2. A safe return to the workplace requires functioning dialogue
3. The mental health situation calls for addressing psychosocial risks

Eurocadres’ key messages 2021

Like in 2020, the Tripartite Social Summit once again took place as a video conference meeting. Eurocadres once again underlined the psychosocial risks, and followed up on the messages of the Tripartite Social Summit in 2020.

Speech by Martin Jefflén in the Tripartite Social Summit on 24 March 2021:

A year has now passed of living with the pandemic, and it has taken its toll. When we in the June Tripartite Social Summit talked about the relaunch, I underlined the need to urgently address the mental health challenges that came with the crisis. Well, we were further away from a restart than we thought, and the mental health situation has now deteriorated even more with reports of a drastic increase of depression and anxiety. Having battled this myself so being part of these statistics I find it important to continue breaking the stigma associated with ill mental health.

This can of course not only be tackled in the workplace, but European workplaces must become part of the solution rather than being part of the problem. For Eurocadres, the two main building blocks missing to improve the mental health situation focus on prevention.

What we have seen in this prolonged teleworking situation is that it matters how we organise work. And it matters that you can properly disconnect from work. The problems relating to not disconnecting must be addressed wherever possible, in social dialogue and collective

bargaining. However, we need actions now, not later. Therefore, firstly, Eurocadres insists that the Commission launches without further delay a legislative initiative on the application and enforcement of the right to disconnect in form of a self-standing directive applying to all forms of workers, including professionals and managers.

Secondly, the stress epidemic must be tackled. After more than three decades with the occupational safety and health framework directive it is clearly not sufficient in improving the psychosocial situation, a dedicated directive is needed. Through our campaign EndStress. EU which Eurocadres runs together with ETUC and others, we urge the EU Commission to propose a new EU directive which addresses psychosocial risks, violence and harassment and which improves work organisation.

Porto Social Summit 2021

In May 2021 EU leaders, heads of state and governments and social partners gathered in Porto, Portugal for the Social Summit where the action plan implementing the pillar was signed by the representatives of EU institutions and social partners.

On 6 May, the day before the high-level conference opening the Porto Social Summit, ETUC organised a Trade Union Summit where Martin Jefflén participated for Eurocadres, underlining the need for lifelong learning and investments in skills and education.



Instead of linking a Tripartite Social Summit to the Social Summit in Porto, the social partners participated in the high-level conference on 7 May, opening the summit. There as well, Martin Jefflén represented Eurocadres and spoke in the workshop on skills and innovation ([see video here](#)) where other participants included Emmanuel Macron, President of the French Republic, Angel Gurría, Secretary-General of the Organization for Economic Cooperation and Development, Kaja Kallas, Prime Minister of the Republic of Estonia, Micheál Martin, the Taoiseach of Ireland and several EU Commissioners.

In his speech Martin Jefflén expressed support for the Commission placing education and life-long learning front and centre in the action

plan and for the target to by 2030 have at least 60% of all adults participating in training every year, while underlining that we do not need just any training, we need quality training. Support was also lent to some of the Commission's presented initiatives which go the right direction, such as the Individual Learning Account. The intervention also stressed the need for a higher education system better equipped for older students and more flexible solutions to participate in higher education.

WORKING TOGETHER

The Action plan we adopted in the 2017 Congress had four main internal development areas: member engagement, decision making, finances and internal communication.

INTERNAL DEVELOPMENT AREAS

By being inclusive, transparent and efficient in our internal work we will be sustainable.

FOR THE CONGRESS PERIOD 2017-2021 EUROCADRES' INTERNAL DEVELOPMENT AREAS ARE:

Member engagement

We increase the engagement of members in numbers and activity to be stronger together. We open up our work to allow more to be actively involved in policy and project work. We promote the activity of our members in their respective national and European federations and confederations to raise issues relevant for professionals & managers on the trade union agenda. We promote growth of trade unions by recruiting and organising to make us stronger.

Decision making

We make our work more transparent to be more inclusive towards member organisations without representation. We improve the quality and timing of our documents for decision making to improve the quality of our discussions and decisions. We make clear priorities to achieve better results.

Finances

We develop our fee system and increase our membership to have more sustainable finances. We develop our project ideas and applications together with member organisations to have more activities for members.

Internal communication

We develop our internal communication to better involve members in our activities and be more transparent.

A Constitution change in the 2017 Congress obliged the Executive Committee to adopt rules allowing member organisations lacking representation in the Executive Committee to nominate observers with speaking right. The aim was to increase transparency and encourage engagement of member organisations.

Cooperation with and among our member organisations is key to strengthening Europe-wide cooperation. Several EU funded projects of Eurocadres (all mentioned under the respective policy in this report) facilitated collaboration and exchange among our members and strengthened the commitment

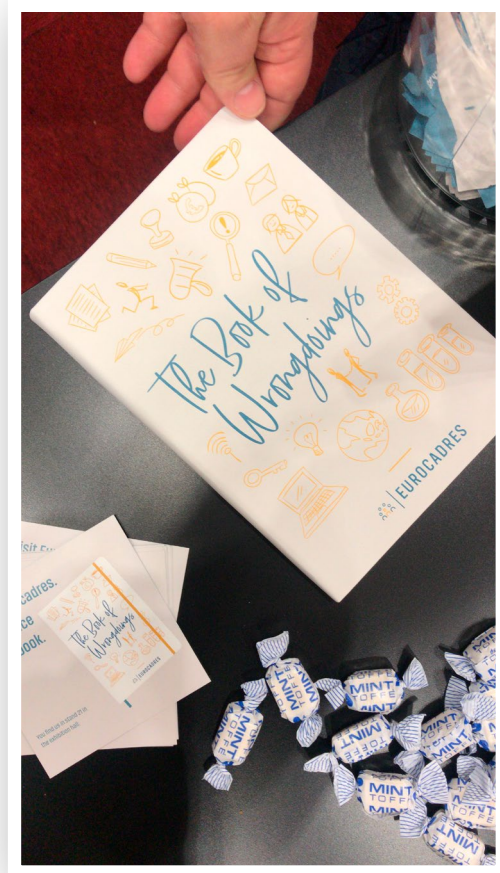
of joint initiatives such as on the platform **WhistleblowerProtection.EU** and the campaign **EndStress.EU**. In addition to the cooperations mentioned below, our two agreements on social dialogue representation with ANSE and CEPLIS should also be noted. (See under social dialogue.)

ETUC – European Trade Union Confederation

In addition to our cooperation with member organisations, we have, during the Congress period, strengthened and improved our relationship with ETUC (European Trade Union Confederation), to which Eurocadres is associated. Eurocadres participates alongside ETUC in the European Social Dialogue (see chapter European Social Dialogue) and is part of various ETUC committees. In both, Eurocadres gives an added value by expressing the concerns of the occupational category of professionals and managers. Eurocadres had a strong cooperation with ETUC in particular on the issue of psychosocial risks which led to the joint initiative with ETUC on the EndStress.EU campaign (see below). Eurocadres also participates in several special ad-hoc working groups of ETUC, on AI, the gender pay transparency directive, and Human Rights Due Diligence.

Apart from the regular participation in ETUC committees, including the Executive and the Steering Committee, a couple of special events took place during the year. On 26 April 2019 ETUC arranged a European manifestation in Brussels, titled “A Fairer Europe for Workers”. Eurocadres supported this manifestation with a delegation and was among the organisations providing speakers, represented by President Martin Jefflén.

In the ETUC Congress in Vienna 21–24 May 2019, Eurocadres participated with a full delegation filling all the ten allocated mandates. Interventions were made in all the six political debates covering all our thematic priorities and key issues. Eurocadres also had a stand where we informed about our work on whistleblower protection and the Directive and thanks to our financial support from Open Society Initiative For Europe (OSIFE) we could distribute our notebook titled *The Book of Wrongdoings* where we wrote about the Directive and about four issues trade unions must fix in the transposition process.



.....
 The Book of Wrongdoings was a popular give-away of Eurocadres during the ETUC Congress.

WhistleblowerProtection.EU

In 2016 Eurocadres established **WhistleblowerProtection.EU**, a campaign and advocacy platform of 89 trade unions and civil society organisations working on the EU whistleblower directive. Throughout the years the platform has worked together on lobbying the EU institutions for a directive. The platform has met several times per year in Brussels and online. The meetings have been coordinated by Eurocadres. The platform has its own mailing list with around 170 recipients.

EndStress.EU

Inspired by the success of our work with our campaign and advocacy platform WhistleblowerProtection.EU, we jointly with ETUC in 2018 took the initiative to create [EndStress.EU](#), also a campaign and advocacy platform for trade unions and NGOs. Due to the pandemic, our launch, scheduled for an in-person event in Brussels in March 2020, had to be postponed. The platform has had a couple of meetings and on 15 October 2020 we launched the platform together with ETUC, in an [online event](#).

Whistleblowing International Network – WIN

Eurocadres was approved as an associate member to WIN in 2020. Its associates are national and international non-profit organisations that are engaged in long term activities devoted to supporting whistleblowers and whistleblower protection. In a joint effort together with WIN and Transparency International EU, Eurocadres was part of launching the [Whistleblowing Monitor](#) (formerly named Whistleblowing Meter), which follows the transposition process in member states.

CEC European Managers

Throughout the last congress period Eurocadres had a fruitful and continued cooperation with CEC European Managers on three different EU funded project (psychosocial health risks, re- and up-skilling and the framework agreement on digitalisation – see details under the respective section in this report.). They participated in all the steering committees of the projects and supported the activities with valuable input. Likewise, Eurocadres joined their project on “Sustainable Leaders” and was part of the project steering committee as well.

European Mental Health Alliance – Employment & Work

In November 2018 Eurocadres was accepted as a member of the [European Mental Health Alliance – Employment & Work](#). The alliance has contributed with joint responses to the roadmap and public consultation on the EU Strategic framework on health & safety at work, joint statements have been released on World Day for Safety and Health at Work 28 April and some coordination around the activities for World Day of Mental Health 10 October has also been part of the alliance.

FINANCIAL DEVELOPMENTS

2017-2021

Eurocadres annually performs an audit with an external auditor similar to what is required for companies. In addition to that we also have our own internal auditors. The daily accounting is performed by ETUC's financial department. The auditors express their conclusions following the applicable accounting standards.

The financial situation here described is the outcome of 2020 but also a general view on the last four years 2017-2020.

The financial result of 2020 showed a profit of 49.009,68 € which is a very positive result. This profit was reached despite no longer receiving Akava's contribution to finance the Head of EU Affairs position while they start paying their entire membership fees. This means that Eurocadres can now afford having two full time employees.

Due to Covid-19 many activities were reported or changed to online activities which reduced the charges and receipts comparing to 2019. The project Whistleblowing in European Workplaces was extended until end of 2020.

During 2017-2020 Eurocadres' finances resulted in **a positive result** after many years of loss. The **total balance sheet has doubled** between 2016 and 2020. This is due to the increased activities of four different projects funded by the European Commission (2017-2020) and whistleblower protection activities funded by Open Society Initiative for Europe as well as the fee increases, described below.

A financial concern which the external auditor have pointed to throughout the past two Congress terms has been the worrying long term development of Eurocadres' reserves. The reserves are what makes Eurocadres resilient in the case of loss of European Commission funding, which happened several years during the previous Congress term. For this Congress we can report a **positive development of the reserves**, which have gone from 237.960,76 € end of 2017 to 380.875,10 € for 2021, which means that **Eurocadres now has a substantially more stable financial situation for unforeseen developments.**

Membership fees were increased twice during this period: 2017 and 2019. The result is an **increase of 33% of membership fees contribution** between 2016 and 2020. These decisions were highly recommended by our internal auditors every year and necessary to reach our positive result.

Nayla Glaise, Treasurer @ Martin Jefflén, President

Internal auditors' report for the financial year 2020

On 10 of September 2021, we, the undersigned auditors, examined the accounts of Eurocadres.

During our examination, we had access to the income and expenditure accounts for the financial year 2020, the balance sheets for the years ending 31 December 2018, 31 December 2019 and 31 December 2020 as well as the corresponding accounting documents. We had access to the membership fees report for 2020, the projects' financial reports, and the report on the external audit carried out by Willy Gillisjans based in Kapelle-op-den-Bos (Belgium), dated 18 August 2021.

The relevant explanations were provided by Nayla Glaise (Treasurer) and Martin Jefflén (President).

We, the auditors, declare that the accounts have been kept properly and are up to date. On basis of the audit, we recommend the Congress to grant discharge to the President.

The outcome of 2020 is positive. Many of the EU funded project activities scheduled to take place in 2020 were delayed because of the Covid crisis and pushed back to 2020 and 2021, alternatively changed into a completely different format. This has contributed to developing more activities with positive effect on the financial situation of Eurocadres, but also means that for 2021 and 2022 there is a backlog of activities that are already now in part financed by the European Commission and thereby reported as a debt in the accounts.

The 2019 fees increase had a positive result on Eurocadres' finances, but we are aware that this level should not be changed, otherwise it may discourage some organisations to become paying member organisations in Eurocadres. We continue to advice caution with finances and attempting to find new sources of revenues. We also encourage Eurocadres to continue the activities with technical tools allowing members to stay active and connected but also attracting new members.

2020 marks the first year of Eurocadres paying in full for the Head of EU Affairs after generously being paid in part by Akava for six years, while the equivalent to Akava's membership fee was reduced from Akava's share to pay for the position, leading to a larger reduction following the fee increase. In 2020 Akava's membership fee contributes in full to the budget while the Head of EU Affairs was paid by Eurocadres.

Considering that 2020 is a Congress year, our report will touch upon the development of the whole Congress period 2017-2020. The situation is considerably better than in 2017 and this is due to the projects funding by the European Commission, a cautious approach to spending and to the fee increase. It is now possible de continue pre-financing EU-funded projects and cope with future unforeseen costs, while the reserves built up also gives the security to maintain activities also in the case of future cash-flow problem situations.

For finances of European trade union structures, including for Eurocadres, it is important that efforts are made to increase membership. In the case of Eurocadres, professionals are a growing part of the labour force, so an increased focus on that issue can make sense from a financial perspective. We continue to recommend member organisations to pay their membership fee invoices on time to allow Eurocadres to have certainty in the budget management. Membership fee payments on time is necessary for the finances of Eurocadres.

Internal Auditors

Patricia Blancard
Auditor

Onno Ypma
Auditor

CONSTITUTIONAL BODIES

List of Presidium members, October 2017 – October 2021

President

Martin Jefflén, TCO (Sweden)

Vice-presidents

Luciano Malvolti, CISL (Italy)

Massimo Mensi, UNI Europa (until 10/2020)

Ute Meyenberg, CFDT Cadres (France)

Radu Minea, FSLCPR (Romania)

Paula Ruíz Torres, UTC-UGT (Spain)

Lotta Savinko, Akava (Finland)

Enikő Tóth, ÉSZT (Hungary)

Treasurer

Nayla Glaise, UGICT CGT (France)

Executive officer

Slavica Uzelac, Eurocadres staff

List of titular members and substitute members of Eurocadres Executive Committee, October 2017–October 2021

COUNTRY/ ETUF	MEMBER	SUBSTITUTE
Belgium	Sandra Vercammen, LBC NVK	Jan-Piet Bauwens, SETCA BBTK (since 02/2020) Erwin De Deyn, SETCA BBTK (until 02/2020)
Croatia	Mladen Joja, SZH	Ines Srbić, SZH
Denmark	Lise Lotte Toft, FH (since 10/2020) Helle Hjorth Bentz, FH (02/2020 – 10/2020) Thomas Hoegaard, FH (until 02/2019)	
Finland	Lotta Savinko, Akava	Leila Kurki, STTK (since 02/2020) Maria Häggman, STTK (09/2018 – 02/2020) Risto Kousa, STTK (until 09/2018)

France	Ute Meyenberg, CFDT Cadres	Nayla Glaise, UGICT CGT (treasurer)
Hungary	Enikő Tóth, ÉSZT	Gábor Szabó, ÉSZT
Italy	Luciano Malvolti, CISL	Marco Boltri, F.A.B.I.
Luxembourg	Hugues Cremer, OGBL (until 06/2021)	<i>Vacant</i>
Malta	Riccarda Darmanin, GWU	<i>Vacant</i>
Norway	Aud Marit Sollid, FLT (since 05/2019) Nina Henriksen, FLT (until 05/2019)	Ulf Madsen, FLT (since 09/2018) Jonny Simmenes, FLT (until 09/2018)
Poland	Marian Krzaklewski, NSZZ “Solidarność”	Joanna Lisok, NSZZ “Solidarność” (since 09/2020)
Portugal	Elizabeth Barreiros, UGT-P	<i>Vacant</i>
Romania	Radu Minea, FSLCPR	Martian Constantin, FSLCPR
Spain	Paula Ruíz Torres, UTC UGT	Luis Campoamor Fernandez, UTC UGT
Sweden	1. Martin Jefflén, TCO (President) 2. Mika Domisch, TCO (since 10/2018) Per Karlberg, TCO (until 10/2018)	Dalia Eid, TCO (since 02/2021) Anna-Lena Nordén, Saco (until 2019)
The Netherlands	Bob van der Waal, VCP	Marieke Manschot, FNV
EFFAT	Dario Campeotto	<i>Vacant</i>
IndustriAll	1. Trude Skogesal 2. Jean-Marc Escourrou	1. Jenni Karjalainen (until 08/2019) <i>Vacant from 08/2019</i> 2. Jean-Marc Kieffe
UNI Europa	1. Marina Åman 2. Giorgio Giovanardi (since 10/2021) Massimo Mensi (until 10/2020)	1. Massimo Mensi (since 10/2021) Alex Högback (09/2018 - 03/2021) Pav Akthar (05/2018 - 09/2018) 2. Daniel Valtakari (since 10/2021) Ann-Hélène Westrup (05/2018-10/2021)

Auditors

Patricia Blancard, CFDT Cadres (France)

Brigitte de Château-Thierry, CFTC Cadres (France) (until 02/2021)

Onno Ypma, CFTC Cadres (France) (since 02/2021)

Secretariat staff

Kevin Flynn	Communication & Policy Officer (from 09/2021)
Fabienne Gandweg	Administrative assistant
Martin Jefflén	President
Janina Mackiewicz	Head of EU Affairs (until 09/2021)
Martin Todd	Communication & Campaign Officer (09/2018 - 06/2019)
Slavica Uzelac	Executive Officer



Council of European Professional and Managerial Staff
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