

CEEP ACTIVITY REPORT 2018

A WAY FORWARD FOR PUBLIC SERVICES AND SGIs

THE LOBBY FOR PUBLIC SERVICES AND SERVICES OF GENERAL INTEREST

CEEP represents around **500.000 providers of public services and services of general interest** throughout Europe. Contributing to more than 26% of the EU GDP and **employing more than 60 million people**, our members are the backbone of the EU economy, **providing citizens and enterprises with essential services** such as central and local administration, healthcare, education, energy, transport, water, environment, waste management, housing, tourism, communications and postal services.

THE GENERAL CROSS-INDUSTRY SOCIAL PARTNER FOR PUBLIC SERVICES EMPLOYERS

CEEP is one of the three **European general cross-industry social partners**, representing employers of public services and services of general interest. As a recognised actor in the EU social dialogue, CEEP has a say in the **bipartite and tripartite social dialogue at the highest level**.

CONTENTS

WHAT IS CEEP?	4
EDITORIAL , by President Katherina Reiche and General Secretary Valeria Ronzitti	5
2018 IN REVIEW	6
Putting SGIs at the Centre Stage	
High-level Seminar in Sofia (Bulgaria) - 1 June 2018	6
CEEP CSR Label awarding ceremony in Stockholm (Sweden) - 11 December 2018	7
Pushing Forward the Future of Europe	
Impacting the Multiannual Financial Framework 2021-27	8
A social partners' work programme for 2019-2021	9
Finalisation of the social dialogue integrated projects	10
Shaping a Social Europe	
Transparent and predictable working conditions	11
Setting up a European Labour Authority	11
The involvement of social partners in the EU Semester	12
CEEP and social partners at institutional and high-level events	12
A Fair Level Playing Field for Public Services and SGIs	
Preparing for Brexit	13
Making optimal use of the REFIT Platform	13
Moving towards an inclusive SME definition	14
Digitalisation of public services and SGIs	
PSI Directive and fostering a framework for innovation in public services	15
Contributing to sectoral policies	
A Clean Planet for All and the Long-Term Decarbonisation Strategy	16
The Energy Union and the Clean Energy Package	17
The Drinking Water Directive	18
Public Transport and Clean Mobility	18
Digitalisation and the modernisation of our economy and society	18
Projects	
Social services in European cross-industry social dialogue: Towards a strong and deeper involvement	19
Labour INT	19
SOCIAL AFFAIRS BOARD	20
Macroeconomics Task Force	22
Social Protection Task Force	22
PUBLIC SERVICES BOARD	24
SGI Task Force	26
Internal Market Task Force	26
SUSTAINABILITY BOARD	28
Energy Task Force	30
Transport Task Force	30
Environment Task Force	31
Communications Task Force	31
Water Task Force	32
ANNEXES	33
Presidential Team	33
National sections, Sectoral members and Associated members	34
Members of CEEP sections	36
Opinions, responses to consultations and other papers	40
Press releases	41
General secretariat	42

WHAT IS CEEP?

CEEP, the **European Centre of Employers and Enterprises providing Public services and Services of general interest**, represents employers and enterprises providing SGIs since 1961. Our members are organisations active in fields such as:

- Central & local administrations,
- Healthcare,
- Education,
- Housing,
- Waste management,
- Energy,
- Transport,
- Water,
- Environment,
- Communications.

Modern public services and services of general interest (SGIs), serve the fundamental goals of the EU, **supporting business, social and territorial cohesion, economic and social solidarity and a better quality of life for all citizens.**

PRESENT AT THE HEART OF THE EU

Along with BusinessEurope and ETUC, **CEEP is one of the three European general cross-industry social partners.** CEEP is an actor in the European social dialogue, having a voice in the European bipartite – in negotiating with trade unions – and tripartite – with social partners and representatives of the EU institutions – social dialogue at the highest level.

LOBBYING FOR PUBLIC SERVICES

CEEP, with its general secretariat in Brussels, represents the interests of its members before the European institutions.

We lobby the European Commission, the European Council and the European Parliament on a regular basis, on any legislative proposal having an **impact on any legislative proposal affecting SGIs and their place in the Single Market.**

ADVOCATING THE IMPORTANCE OF SGIs

CEEP also carries out projects promoting the importance of modern public services in Europe. Whether supported by the European Commission or carried out independently, CEEP intends to bring a new light on services of general interest, their modernisation and their central role in citizens' lives.



EDITORIAL

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Katherina Reiche,
President



Valeria Ronzitti,
General Secretary

DEAR MEMBERS, DEAR FRIENDS,

As social partner and as the sole cross-sectoral EU representative for providers of public services and of services of general interest (SGIs), **CEEP plays a central role in the debate about shaping the future of Europe.** Initiated in 2017 at the occasion of the 60th anniversary of the Rome Treaty, our participation continued in 2018 relying on our members' role as natural economic and social stabilizer.

Public services and SGIs, regardless of their sector of operation, **are essential to our economy and the well-being of 500 million European citizens.** They not only contribute to the territorial cohesion but also ensure that services of general interest are accessible for everyone. For that reason, CEEP members will be vital in facing the challenges ahead, such as digitalisation, decarbonisation or demographic ageing.

By their nature and their mission, SGIs are crucial in **designing and implementing policies for sustainable growth.** Our members can greatly contribute to developing a genuine circular economy, new technologies for a greener future and, in general, adapt to an economy as well as a workforce 'in transition'.

The European elections in 2019 will be a litmus test for the European project. The campaign in the lead-up to those

elections is the occasion for an in-depth reflection on the current state of affairs as well as future developments. The Online Citizens' Consultation of the European Commission on the future of the EU which was launched on 9 May 2018 and will run until 9 May 2019 is a result of this reflection. **This also opens a window for CEEP to shape the European project together with civil society and the political arena, but also with the European citizens.**

As CEEP, we must put public services and services of general interest on the European agenda. Firstly, we must **challenge the perception of public services** in the minds of decision-makers and citizens. Secondly, we must make sure that SGIs and providers of public services are **supported in adapting to the ever-changing environment** in which they operate. Thirdly, we can offer expertise in how SGI providers put their **social responsibility at the core of their growth.** The core message is: Our members are connected to citizens on a day-to-day basis and provide a solid basis for development and growth. Together with our members, we **demonstrate** to the EU institutions and national decision-makers, to our social partners and to citizens **that public services and SGIs are future-proof.**

CEEP is committed to driving this 'rEvolution'.

2018 IN REVIEW

PUTTING SGIs AT THE CENTRE STAGE

HIGH-LEVEL SEMINAR IN SOFIA (BULGARIA) - 1 JUNE 2018

With BICA, CEEP organised on 1 June 2018 a high-level seminar on “**Public services as drivers of sustainable development and growth in Europe**”. The event gathered CEEP members and high-level speakers, including MEPs, representatives of the European Commission and Bulgarian ministers during the Bulgarian Presidency of the Council of the EU.

This seminar addressed key issues, such as the Cohesion Policy, the Pillar of Social Rights and the energy, environmental, transport and digital transitions. It provided a platform to highlight the role of **CEEP members in supporting upward convergence around Europe, their positive impacts on the daily life of citizens, and their role in the sustainable transition.**

Public services and the European Cohesion Policy

Cohesion Policy is one of the EU’s most important achievements. By supporting upward convergence and development around Europe, it has contributed to reducing regional disparities. Through their very nature, public services and services of general interest play a central role in reaching these objectives by providing services to all citizens, connecting enterprises and supporting economic and sustainable growth.

The opening panel of our event addressed the role of public services and SGIs in Cohesion Policy and identified ways to further increase their participation, both as services’ providers and as employers.

Public services and the Pillar of Social Rights

On 17 November 2017, the EU institutions signed and proclaimed the European Pillar of Social Rights, including principles on access to essential services. Both as employers and as providers of public services and SGIs, CEEP members are instrumental in the implementation of the Pillar’s principles in citizens’ life.

The second panel of our event assessed the way forward, both for the implementation of the Pillar of Social Rights throughout Europe and for the individual responsibility each organisation and enterprise play to make Europe a better place for all.

Public services and the transition to a sustainable socio-economic model

Europe is currently undergoing a deep transformation, with energy, environmental, transport and digital transitions. CEEP members, especially in the sectors of energy, water, environment and transport, are at the forefront of this change of paradigm.

As the EU institutions are currently negotiating the proposals on the Clean Energy Package and the review of the Drinking Water Directive, this final panel allowed CEEP members to discuss the most recent state of play and exchange on the way forward.

AGENDA

9:30-10:00 - Keynote Addresses:

- **Welcome by Vasil Velez**, President of BICA
- **Keynote speech by Lilyana Pavlova**, Minister in charge of the Bulgarian Presidency of the Council of the European Union

10:00-11:00 - Public services and the European Cohesion Policy

Opening by Vladislav Goranov, Minister of Finance, Republic of Bulgaria

Moderated by Kancho Stoychev, President, Association Made in Bulgaria

Speakers:

- **Iskra Mihaylova**, MEP, Chair of the Committee on Regional Development
- **Thierry Durnerin**, Chair, CEEP Public Services Board
- **Plamen Grozdanov**, Association “Made in Bulgaria”

11:00-11:45 - Public services and the Pillar of Social Rights

Opening by Biser Petkov, Minister of Labour and Social Policies, Republic of Bulgaria

Moderated by Borislav Velikov, Vice-chair, Water Task Force

- **Ognian Zlatev**, Head of Representation in Bulgaria, European Commission
- **Tor Hatlevoll**, Chair, Macro-Economic Task Force
- **Pascal Bolo**, President, CEEP France; CEO, Semitan (Nantes public transport operator, France)
- **Vitālijs Gavrilovs**, Employers’ Confederation of Latvia

11:45-12:30 - Public services and the transition to a sustainable socio-economic model

Opening by Delian Dobrev, Chair of the Energy Committee, National Assembly of the Republic of Bulgaria

Moderated by Stefan Chaykov, Vice-chair of the Sustainability Board

- **Jean Eudes Moncomble**, Chair of the Sustainability Board
- **Elmar Thyen**, Chair, Energy Task Force
- **Borislav Velikov**, Vice-chair, Water Task Force
- **Sviatlana Semianiuk**, Republican Association of Industrial Enterprises “BelAPP”, **Iurii Vorobiov**, Association of Employers’ Organizations of Ukraine

12:30-12:45 - Conclusions, by Tom Beattie, CEEP Vice-president

CEEP CSR LABEL AWARDING CEREMONY IN STOCKHOLM (SWEDEN) – 11 DECEMBER 2018

On 11 December 2018, CEEP and CEEP Sweden organised the 7th edition of the CEEP CSR Label awarding ceremony. A total of **16 enterprises** providing public services and services of general interest throughout Europe went through the CEEP CSR evaluation process and **were awarded the CEEP CSR Label** on this occasion. The awarding ceremony was hosted by the Swedish Association of Local Authorities and Regions (SALAR, member of CEEP Sweden) in Stockholm, with the **Swedish Minister for Public Administration, Ardalan Shekarabi, as keynote speaker.**

The event was yet another occasion to **highlight the importance of corporate social responsibility in the management of public services and SGIs.** As an approach to sustainable development, supporting enterprises integrating economic, social and environmental concerns into their values, culture, strategy and actions, the principles of corporate social responsibility are now well integrated in the daily operations of many CEEP members.

As citizens are now looking for providers of services of general interest to take their social responsibility seriously, CEEP is helping providers of services of general interest in Europe to promote their initiatives through the CEEP-CSR Label, as well as to exchange with fellow enterprises throughout Europe. With the increased importance of the role played by labels in public procurement following the 2014 Directive, the CEEP CSR Label has gained in visibility and recognition, bringing a clear added value to the awarded enterprises.

The enterprises and organisations awarded in 2018 are:

With merit:

BVG - Berliner Verkehrsbetriebe – Germany
 SAEMES – France
 Uppsalahem AB – Sweden

Enterprises awarded:

Ambiente Servizi S.p.A. – Italy
 APS – Administração dos Portos de Sines e do Algarve, S.A. – Portugal
 BS|ENERGY – Germany
 CILIOPIÉE – France
 EMATSA - Empresa Municipal Mixta d'Aigües de Tarragona – Spain
 EMEL – Empresa Municipal de Mobilidade e Estacionamento de Lisboa – Portugal
 GEBALIS – Gestão do Arrendamento da Habitação Municipal de Lisboa, E.M., S.A. – Portugal
 Groupe SERL – France
 Gruppo HERA – Italy
 Junta de Freguesia de Olivais – Portugal
 SEM Plaine Commune Développement – France
 SEMEAST – France
 SIC – Real estate company of New Caledonia – France



CEEP CSR Label Awarding Ceremony

PUSHING FORWARD THE FUTURE OF EUROPE IMPACTING THE MULTIANNUAL FINANCIAL FRAMEWORK 2021-27

In 2018, the **European Commission launched the discussions and negotiations on the European Multi-annual Financial Framework (MFF) for the period 2021-2027**. The MFF is the seven-year framework regulating the annual budget of the European Union, setting the maximum amount of spendings in the EU budget each year for broad policy areas (“headings”) and fixing an overall annual ceiling on payment and commitment appropriations. The MFF is a key instrument to establish the priorities of the EU actions on the medium-term.

Building up on its 2017 positions on the Future of Europe, CEEP prepared its opinion on the MFF immediately after the publication of the Commission proposal. It highlights the **importance of the added value of the EU budget and the margins of manoeuvre for making it more efficient and relevant**, whilst calling for clearly linking up the MFF negotiations with the debates on the Future of the EU. CEEP believes that it is **crucial to agree upon the Europe we want for the future before dedicating corresponding resources to it**.

Our Transversal principles for the MFF

- EU Added Value
- Flexibility
- Simplification and reduction of the Administrative Barriers
- Going beyond GDP

Our Priorities for the Future MFF

- Financing our Strategic physical and social infrastructure
- Fostering innovation through circular economic solutions
- Better supporting the European Economic and Social Governance
- Supporting Economic, Social, Territorial Cohesion and the ESF+
- Investing in Social Dialogue

In 2017 and 2018, CEEP produced a full package of opinions, highlighting our vision for the Future of Europe. The Opinions addressed:

- CEEP Opinion on the **White Paper on the Future of Europe**
- CEEP Opinion on the **Reflection Paper on the Social Dimension of Europe**
- CEEP Opinion on the **Reflection Paper on Deepening the Economic and Monetary Union**
- CEEP Opinion on the **Reflection Paper on the Future of EU Finances**
- CEEP Opinion on the **Reflection Paper ‘Harnessing Globalisation: The EU in a Globalised World’**
- CEEP Opinion on the **MFF 2021-2027**



Meeting of the Social Partners with European Commission Vice-President Dombrovskis, Commissioner Oettinger and Commissioner Thyssen

A SOCIAL PARTNERS' WORK PROGRAMME FOR 2019-2021

In 2018, the **EU cross-industry social partners successfully negotiated their work programme for 2019-2021**. This sixth autonomous work programme of the European social partners supports the objectives of the 2016 quadripartite statement on “A New Start for Social Dialogue” to strengthen social dialogue at European and national levels, to foster the role and influence of national social partners in the European Semester, and to step up capacity building support to national social partners, notably through the European Social Fund.

The work programme addresses six key priorities:

- **Digitalisation:** The social partners will organise a fact-finding seminar and negotiate an Autonomous Framework Agreement taking into account the challenges of public services and SGI employers and providers.
- **Improving the performance of labour markets and social systems:** The social partners foresee the creation of a new dedicated working group of social partners to reinforce the input in the European Semester.
- **Skills:** The social partners will organise a fact-finding seminar and work on a joint project, including the question of access to training.
- **Addressing psycho-social aspects and risks at work:** The social partners will organise a fact-finding seminar in view of reaching joint conclusions and identifying possible further joint actions.
- **Capacity-building for a stronger social dialogue:** The social partners will reinforce the Subgroup of the Social Dialogue Committee and pursue the integrated projects on capacity building.
- **Circular economy:** The social partners will work on a joint project addressing the transformations our member enterprises face both in terms of production processes and job profiles.

The main item of this work programme is the commitment to negotiate a new autonomous framework agreement on the digitalisation of labour markets. Together with the work programme, CEEP and the EU social partners have agreed on the **priorities for their integrated projects**, which will address the **capacity building** of social partners' organisations, **skills and innovation**, and **the circular economy**.



Signing ceremony of the Social Dialogue Work Programme 2019-2021

FINALISATION OF THE SOCIAL DIALOGUE INTEGRATED PROJECT

In 2018, the European social partners concluded two major projects with expert studies published and final conferences.

Promoting social partnership in employee training

Facing fast-changing labour market demands, employers have a rising need for an adequately qualified workforce. In the wake of global trends like the digitalisation of the economy, employees are faced not only with higher demands for competences but also with the requirement to continuously adapt and further develop their skills to maintain their employability.

The European social partners published an expert study which identified in a broader European context **how social partnership can contribute to the promotion of employee training**. Twelve countries were the focus of the study (Austria, Czechia, Denmark, Estonia, France, Germany, Ireland, Netherlands, Poland, Portugal, Spain, Sweden).

An important result of the cross-country comparison is that in all countries, **employers and employees need support regarding provision of and participation in employee training**, and that social partners are key actors in this regard. It could be shown that a general lack of financial resources is often not the main obstacle to training.

A final conference was organised in Brussels on 19 June 2018 to officially present the results of the project.

Capacity building of social partners' organisations

The aim of this project on 'The European Social Fund: Supporting Social Dialogue at National, Regional and Local Level' was for the European cross-industry social partners to take stock of the **implementation of the partnership principle in the governance of the European Social Fund (ESF) and the use of ESF funding for social partner capacity building**. In doing so, it also assessed the capacity building needs of social partners at the national level and the extent to which these can - and have been - met using ESF resources.

Research carried out for this project aimed to gather relevant information by assessing relevant literature and conducting two surveys: one addressing the members of BusinessEurope, CEEP, ETUC and SMEUnited, and one gathering the views of the social partners' members on ESF Operational Programme (OP) Monitoring Committees (MCs).

This was further enhanced with an interactive information exchange at two round tables involving social partner representatives from 20 countries and a closing conference where the findings of the project were presented on 29 June 2018.



SHAPING A SOCIAL EUROPE

TRANSPARENT AND PREDICTABLE WORKING CONDITIONS

On 21 December 2017, the European Commission adopted a **proposal for a new Directive for more transparent and predictable working conditions across the EU**, updating the Written Statement Directive. Aimed at ensuring that workers are provided with an updated and extended information package, the proposal creates new minimum standards to ensure that all workers, including those on atypical contracts benefit from more predictability and clarity as regards their working conditions.

CEEP played an active role, **engaging with both negotiators at the Council and key Members of the European Parliament** involved in the process. CEEP's approach on this dossier was to ensure that the new information package, to be delivered by the employer to the worker, does **not become an overwhelming burden** in terms of time for delivery and content of the information. The directive also includes new rights for workers such as (predictability of working conditions) which CEEP believes are contradictory to the original purpose of the directive.

The key points CEEP raised throughout the legislative process were to:

- Avoid a definition of “worker” at the European level.
- Keep the nature of the directive as an information directive.
- Preserve the right to be able to refer to collective agreements in work contracts.
- Maintain the conditions for continuity of services for public services' employers.

SETTING UP A EUROPEAN LABOUR AUTHORITY

Announced in September 2017 by President Juncker, the legislative proposal to create a European Labour Authority (ELA) was presented on 13 March 2018. For the Commission, the European Labour Authority would ensure that EU rules on labour mobility are enforced in a fair, simple and effective way. It should be up and running in 2019 and reach its full operational capacity by 2023. This proposal is also part of the EU Pillar of Social Rights.

CEEP, together with the other cross-industry social partners, was consulted in this process directly by the European Commission during dedicated hearings. CEEP used this opportunity to highlight its key messages:

- The ELA should **strengthen cooperation between labour market authorities** at all levels;
- The **principle of subsidiarity and Member States' own authorities must be respected**;
- ELA must leave space for the different labour market models and **not question the autonomy of the social partners**;
- The ELA should **not have any supranational competences**, but rather focus on improving the enforcement of existing rules, facilitating intra-EU mobility and promoting mutual learning between national authorities.

Two key leverages were used in this process: CEEP participation **in the Advisory Group** set up in 2018, gathering representatives of the EU cross-industry social partners and EU Member States and aimed at advising the Commission on the swift establishment and operational future functioning of the ELA, and the **close cooperation with key actors in co-legislative process**.

Proposed role of the ELA

- Facilitate access for individuals and employers to information on their rights and obligations as well as to relevant services.
- Support cooperation between EU countries in the cross-border enforcement of relevant Union law, including facilitating joint inspections.
- Mediate and facilitate a solution in cases of cross-border disputes between national authorities or labour market disruptions.

Structure and funding

The European Labour Authority will be a permanent structure, made up of approximately 140 staff members, some of them seconded from EU countries and acting as National Liaison Officers. It will be steered by a Management Board, with representatives from each EU country and the European Commission. A dedicated Stakeholder Group including EU social partners will provide further expertise and have an advisory role.

THE INVOLVEMENT OF SOCIAL PARTNERS IN THE EU SEMESTER

The European Semester is the coordination of economic and social policies taking place between Member States at EU level, resulting in a constant dialogue between the European Commission and national authorities.

As one of the cross-industry EU social partners, **CEEP is involved at various stages** of the process. As similar challenges are faced by the different EU labour markets, Member States and social partners need to work together to achieve the structural adaptation of labour markets, and social systems to changing realities. The social partners' role in the European Semester is increasingly important and they are **uniquely placed to have access to this important process**. Improvements were made to **associate more closely EU and national social partners** to the yearly cycle of interaction between the Commission and Council's relevant bodies with respect to the preparation of country reports and country-specific recommendations.

CEEP participated in a **review of the social partners' involvement in the European Semester** on 21 November 2018 in Brussels. This review gathered representatives of social partners and national governments from all over Europe to discuss the way towards a fully functional and empowered social dialogue.

In recent years, CEEP achieved to integrate **several of its core positions** into the key documents of the European Semester. Amongst others, a specific focus is now put on issues such as **"investment in high-quality public services"**, the **role of education and training in boosting knowledge-intensive, sustainable and inclusive growth**, or on explicit **references to the digitalisation of public services** in boosting productivity and competitiveness.

CEEP AND SOCIAL PARTNERS AT INSTITUTIONAL AND HIGH-LEVEL EVENTS

CEEP as a European cross-industry social partner is regularly invited to high-level meetings dealing with social and labour market issues.

Tripartite Social Summit, gathering the leadership of the European social partners and the heads of the European institutions.

- 21 March 2018, Brussels: **"Delivering on the European Pillar of Social Right: Shared Responsibility"**, with the participation of Jean-Claude Juncker, President of the European Commission, Donald Tusk, President of the European Council, and Bojko Borisov, Prime Minister of Bulgaria
- 16 October 2018, Brussels: **"Reinforcing competitiveness, sustainable job creation and social fairness in the European Union"** with the participation of Jean-Claude Juncker, President of the European Commission, Donald Tusk, President of the European Council, and Sebastian Kurz, Chancellor of Austria

Macroeconomic dialogue at political level, with the leadership of the social partners, Mário Centeno, President of the Eurogroup, Valdis Dombrovskis, European Commission Vice-President for Social Dialogue and the Euro, Pierre Moscovici, Commissioner for Economic and Financial Affairs, Taxation and Customs Moscovici and Vice-president in charge of economic and financial affairs, and high-level representatives of the European Central Bank.

- 19 February 2018: **"Current economic conditions and outlook and policies geared towards strengthening of economic resilience"**
- 11 May 2018: **"Current economic conditions and outlook, digitalisation and its impact on jobs and incomes"**

Informal EPSCO, bringing together Member States' ministers of employment and social affairs in an informal setting, with the EU social partners.

- 17-18 April 2018, in Sofia under the Bulgarian presidency: **"Investing in People: A Life cycle Approach"**
- 19-20 July 2018, in Vienna under the Austrian presidency: **"New forms of work: placing a special focus on platform-based work and the related social and labour law aspects and Robotics: impact on both quantity and quality of work"**

A FAIR LEVEL PLAYING FIELD FOR PUBLIC SERVICES AND SGIs

PREPARING FOR BREXIT

Following the decision of the United Kingdom to leave the European Union in 2016, the EU and the UK quickly engaged in intense negotiations aimed at answering the many questions raised by Brexit. The negotiations of the Withdrawal Agreement have remained in the focus throughout 2018. The issue was paramount to CEEP, focusing on the **importance of the future EU-UK relationship**. This relationship namely provides the background against which public services and SGI providers will continue operating for the benefits of citizens and companies on either shore of the Channel and should be able to do so as seamlessly as possible.

Brexit means that close bonds that had been established decades ago will either become much looser or disappear. Against this background, CEEP has kept calling in 2018 for an agreement between the parties that mitigates the impacts of Brexit. CEEP particularly stresses the **highly needed agreement on a regime for the trade of goods and services, on new migration rules and on an orderly legal disentanglement of the UK from the EU**.

CEEP also argues that a **comprehensive, but flexible future trade agreement with much EU acquis and deep and comprehensive content** seems most likely able to meet interconnection requirements between both sides and to foster cooperation and common policy-making in the future. These negotiations should also put a clear emphasis on **ambitious environmental, social and security standards**.

MAKING OPTIMAL USE OF THE REFIT PLATFORM

2018 has enabled CEEP to make the most out of its representation in the Regulatory Fitness (REFIT) Platform. A new-of-its-kind institutional body and instrument established as part of the Better Regulation Agenda, the European Commission's initiative of improving EU legislation in terms of quality. The REFIT Platform comprises two groups: The Stakeholder Group, where **CEEP represents the interests of European public services and SGIs**, and the Government Group, which gather representatives of Member States.

The REFIT Platform aims at improving EU law after adoption and implementation. It acts only following notifications from third parties (citizens, private organisations, national or sub-national authorities) who have suggested investigating on a specific problem or shortcoming of EU legislation. It proceeds by **assessing whether the piece of EU regulation in question is fit for purpose and delivers on its mission whilst reducing administrative burden** to an absolute minimum for citizens and businesses. Both groups can adopt recommendations that the Platform can formally address in order to identify legislative loopholes or flaws and find ways to improve the practical functioning of the EU.

CEEP has used this strategic position to raise the voice of public interest, through several Recommendations. Examples of formal opinions of the REFIT Platform in which CEEP took the lead by assuming a position of "rapporteur" addressed issues such as, amongst others, **financial support granted to investors by regional authorities, public procurement procedures in the area of social care or healthcare but also more "horizontal" questions, such as the effectiveness of EU law transposition and implementation**.

MOVING TOWARDS AN INCLUSIVE SME DEFINITION

In 2018, CEEP continued to address issues which impact its members' capacity to provide quality services. One of those key challenges remains the **inclusion of small public services' entities into the definition of Small- and Medium-sized Enterprises (SMEs) according to EU law.**

Countless small and very small companies providing public services share the key features and difficulties faced by "classical" private-sector SMEs: scarce resources, local roots, limited administrative capacity, etc., but are typically under some form of public control. Today, however they are not considered an SME, based on a provision of the European Commission's Recommendation 2003/301/EC according to which a company "cannot be considered an SME if 25 % or more of the capital or voting rights are directly or indirectly controlled, jointly or individually, by one or more public bodies". **This provision results in excluding de facto about 25.000 small to very small public structures from the EU-legal definition of an SME.**

Consequently, they fall out of the remit of many public policies specifically designed to address the needs of small-scale companies, they **struggle to find access to public or private financing** (e.g. bank loans), and they face **additional or stricter conditions across many fields of regulation or administration.** This situation is disproportionately detrimental to the general interest, since these small entities typically provide services critical to economic activity and social cohesion, from public health, education and transport to water and energy supply.

Whereas the topic was broadly unknown to most EU policy-makers before CEEP started to address it, it has now gained substantial recognition. Several important decision-makers across EU institutions have now stated their official support to this reform, including the **European Parliament** by means of an official **Resolution** dealing with the definition of SMEs, the **President of the European Committee of the Regions Karl-Heinz Lambertz** (who officially hosted and attended a conference dedicated to the issue) and the **European Commission, which led a public consultation** specifically dedicated to the issue, to which CEEP responded.



DIGITALISATION OF PUBLIC SERVICES AND SGIs

PSI DIRECTIVE AND FOSTERING A FRAMEWORK FOR INNOVATION IN PUBLIC SERVICES

On 25 April 2018, the European Commission adopted a **proposal for a revision of the PSI Directive**, which was presented as part of a package of measures aiming to facilitate the creation of a common data space in the EU. The proposal is the result of an extensive public consultation process, which included both a stakeholders' conference and a written consultation, in which CEEP and its members have played a very active role.

The changes proposed by the European Commission primarily aimed at laying down rules for the data economy and enabling new innovative products and services. The proposed rules intended to limit the exceptions that allow public bodies to charge more than the marginal costs of data dissemination for the reuse of their data, also facilitating the reusability of open research data resulting from public funding and obliging Member States to develop open access policies.

CEEP, whilst supporting the European Commission's overall objective to set a European regulatory framework that fosters the development of the European data economy, took a strong stance on this topic, highlighting four key caveats in the initial proposals:

- The proposed review of the PSI Directive is challenging the **need for a level-playing field for all market players**, as public and publicly-funded enterprises would face a differentiated legal framework in the data economy;
- The proposed review will **challenge the digitalisation of public services, as it will be more challenging to cover the costs of the investment realised;**
- Some sectors in which public operators are highly-sensitive, and need **specific protection for national security reasons;**
- In many occurrences, a **sectoral legal framework** is already in place, and those sectoral approaches, fitting specific needs, **should be respected.**

In the process leading up to the European Commission's proposal, CEEP has responded to the public consultation on the topic, and took part in the Commission Stakeholder hearing on PSI Directive review Brussels.

During the legislative process, several **meetings between CEEP members and key MEPs** (including rapporteur MEP Neoklis Sylikiotis, ITRE shadow rapporteurs MEP Julia Reda, MEP Michal Boni and MEP Dario Tamburrano), during which our key messages and our proposed amendments were presented, as well as a direct **high-level meeting between Katherina Reiche, CEEP President, and Andrus Ansip, European Commission Vice-President for the Digital Single Market**. CEEP also organised a **breakfast event on 9 January 2019, featuring the participation of shadow rapporteur MEP Michal Boni (Poland/EPP) and Maximilian Strotman, advisor of Vice-President Ansip.**



CEEP meeting with Andrus Ansip, European Commission Vice-President for the Digital Single Market

CONTRIBUTING TO SECTORAL POLICIES

A CLEAN PLANET FOR ALL AND THE LONG-TERM DECARBONISATION STRATEGY

On 28 November 2018, the European Commission has presented its **strategic long-term vision for a prosperous, modern, competitive and climate-neutral economy by 2050**. The strategy shows how Europe can lead the way to climate neutrality by investing into realistic technological solutions, empowering citizens, and aligning action in key areas such as industrial policy, finance, or research – whilst ensuring social fairness for a just transition.

CEEP, and its members active in the Energy Task Force and the Sustainability Board, has contributed to “A European strategic long-term vision for a prosperous, modern, competitive and climate neutral economy”, answering both the preparatory feedback consultation and the public consultation.

Amongst others, our key messages highlighted:

- The **need for a ‘just transition’**, which includes a social dimension and the accompanying of workers facing the consequences of the transition;
- An **equal level-playing field for all decarbonization technologies**, with public financing to be deployed in line with that principle;
- A **realignment of the climate and energy policies** within the strategy for long-term EU greenhouse gas emissions reductions, and an efficient and predictable market price for carbon;
- **Further electrification with deep decarbonisation of electricity** in a cost-effectively way, driven by the recent decrease of costs of renewables and batteries;
- The **recognition of local actors in the energy transition**, as the best placed to combine district heating, gas and electricity systems and take advantage of all new decarbonisation technologies;
- A special emphasis on **boosting public transport as the best decarbonisation strategy for transportation**, protecting the flexibility needed to apply different solutions according to the specific needs.

CEEP was also invited along with the other social partners to **meet Maroš Šefčovič**, European Commission Vice-President for the Energy Union, to discuss the EU long-term strategy on reducing greenhouse gas emissions by 2050 ahead of its official publication. Chair and Vice-Chairs of the Energy Task Force also met with **Lukasz Kolinski, Head of Economics Analysis and Financial instruments Unit from DG Energy, and Alban Gabriel Kitous, Policy Analyst**, who spearheaded the work of the European Commission on this topic.



CEEP meeting with Miguel Arias Cañete, European Commissioner for Climate Change and Energy

THE ENERGY UNION AND THE CLEAN ENERGY PACKAGE

Initiated in 2016, CEEP continued its work on the European Commission’s Clean Energy Package. Building up on the position expressed in the opinion approved in 2017, CEEP played a central role in the inter-institutional discussions on the Package. In regular contacts with Commission officials, via amongst others their participation in the meetings of the Energy Task Force, CEEP also **met bilaterally with Miguel Arias Cañete**, European Commissioner for Climate Change and Energy, on 3 September 2018.

Relying on the support of our Bulgarian and Austrian sections, CEEP also built a strong network with the 2 Presidencies of the European Council of 2018, **meeting with high-level representatives of their respective ministries in Sofia on 1 June and in Vienna on 7 September**. Those meetings provided central opportunities to ensure that our messages on the three legislative texts are heard by the co-legislators. At the Energy Task Force meeting in November 2018, CEEP also welcomed the Energy Attaché Uwe Schroeder-Selbach from the German Permanent Representation, with an update on the last Trilogue meetings.

In December 2018, the European Council and the European Parliament reached a provisional agreement on the Electricity Market Design Directive and Regulation. CEEP welcomed the reached agreement and would like to express its gratitude towards our members for their excellent and hard work over the past two years.



CEEP meeting with Maroš Šefčovič, European Commission Vice-President for the Energy Union



Delegation of CEEP Energy Task Force meeting with Zhecho Stankov, Bulgarian Deputy Energy Minister for the Bulgarian Presidency, on 1 June 2018

THE DRINKING WATER DIRECTIVE

As a response to the European citizens' initiative 'Right2Water' in 2013, the European Commission carried out an evaluation of the Drinking Water Directive. This evaluation led the Commission to propose on 1 February 2018. **a revised Drinking Water Directive** With a potentially very important impact on the activities of water providers, this legislative proposal kicked off a year of activities for the CEEP Water Task Force.

Whilst the Council faced a deadlock situation throughout the year, the European Parliament moved quickly and the ENVI Committee approved its report on 10 September 2018, with an endorsement by a plenary vote on 23 October 2018. CEEP **proactively worked with all key MEPs** on this file. Amongst others, the Water Task Force received **MEP Michel Dantin** (EPP, FR), rapporteur on this file, at the Task Force meeting on 5 June 2018. Bilateral contacts and meetings with MEP Dantin, as well as with shadow rapporteurs **MEP Rory Palmer** (S&D, UK), **MEP Lynn Boylan** (GUE, IE), **MEP Ulrike Müller** (ALDE, DE) and **MEP Benedek Jávor** (Greens, HU), were organised, where CEEP was able to share its expertise on the proposals and latest developments.

PUBLIC TRANSPORT AND CLEAN MOBILITY

With the Third Mobility Package, the Eurovignette Directive, the Clean Vehicle Directive and the Proposal on access to the market for international coach and bus services (revision of regulation), as well as contributing to CEEP work on decarbonisation, CEEP members active in the transport sector have addressed a broad range of issues in 2018.

Core activities involved a **meeting with High-Level stakeholders, such as Maroš Šefčovič**, European Commission Vice-President for the Energy Union, on the Third Mobility Package. At this meeting, CEEP addressed connected and automated mobility, CO2 standards for lorries, road safety, and the next Multiannual Financial Framework.

Furthermore, the Transport Task Force also **met with MEP Andrzej Grzyb** (EPP, PL), rapporteur on the Clean Vehicles Directive (ENVI Committee), and shadow rapporteur **MEP Seb Dance** (S&D, UK). For both of those meetings, members of CEEP discussed the issues of the position on the targets, transition periods, the definition of a clean vehicle, as well as technology-neutrality and related issues such as the inclusion of Diesel Euro VI, the fuel vs. engine discussion (e.g. biogas).

DIGITALISATION AND THE MODERNISATION OF OUR ECONOMY AND SOCIETY

The Communications Task Force intensively discussed the current political debates around the topic of digitalisation and the modernisation of our European economy and society. The task force addressed a broad range of topics, such as **e-privacy, data protection, cyber security, innovative project discussions on investment connectivity and business to public connection as well as digitalization in the public services.**

Additionally, the Task Force closely followed the development of the PSI Directive and regularly took part in our CEEP Sustainability Board meetings, where key messages and recommendations to the PSI Directive were discussed and drafted.

The Task Force also started its preparation to work together with the CEEP Social Affairs Board on the impacts and implications of digitalisation on Society, tackling issues such as work skills, employment, digital platforms and contracts.

PROJECTS

SOCIAL SERVICES IN EUROPEAN CROSS-INDUSTRY SOCIAL DIALOGUE: TOWARDS A STRONG AND DEEPER INVOLVEMENT

The project aims at **building and reinforcing the capacity of social services' providers** across the EU to engage in national social dialogue and to participate in and contribute to the cross-industry European social dialogue.

By collecting information in 6 EU Member States (Bulgaria, Cyprus, Hungary, Lithuania, Malta and Romania), the goal is to promote the **better inclusion of social services at European level within the remit of social dialogue** and to develop knowledge of their branches, ultimately creating a long-standing network of social services active within the social dialogue.

For this purpose, CEEP organised in 2018 roundtable meetings aimed at supporting social services' providers in expanding their knowledge on social policies. With a brainstorming approach, these events addressed the different ways of doing social dialogue. At the roundtables, the participants exchanged views on the challenges they face nationally and locally in the daily delivery of their services. They also obtained a reinforced understanding of the obstacles which may prevent them from having fruitful social dialogue relations with their counterparts and ways to overcome these barriers.

Meetings and events for 'Social services in European cross-industry social dialogue':

- 1st Round Table Meeting – 19 October 2018, Brussels (target: Romania and Cyprus);
- 2nd Round Table Meeting – 18 December 2018, Vilnius (target: Lithuania and Hungary);

Meetings and events for Labour INT:

- 1st Dissemination Seminar – 8 June 2018, Vienna
- 2nd Dissemination Seminar – 26 September 2018, Sofia
- 3rd Dissemination Seminar – 7 November 2018, Stockholm
- LABOUR INT Final Conference – 14 December 2018, Brussels

LABOUR INT

Through this project, that ran from 2016 until the end of 2018, CEEP intended to raise awareness of the problems related to the integration of asylum-seekers in the labour market. It aims at **promoting employment as a key part of the integration of migrants and third-country nationals in the society.**

LABOUR INT promoted multi-layered and multi-stakeholder integration paths for recently arrived migrants and refugees across the EU, from arrival up to the workplace, passing through education, training and job placement. A key objective was to establish **closer cooperation between key stakeholders by exchanging methods and practices of labour market integration of refugees.** LABOUR-INT aimed at establishing an innovative approach, based on the cooperation, dialogue and commitment of the economic and social partners as key labour market actors, and to build or foster a fruitful collaboration with other relevant stakeholders both in the public, private and not-for-profit sector. The accent was put on the added value of having a diverse labour market, for which there is a need for both the public and the private sector to show a strong commitment in the process, especially at the workplace level.

Four dissemination seminars were organised in the framework of LABOUR INT. CEEP organised, together with SALAR, the 3rd Dissemination Seminar in Stockholm, which was an opportunity to demonstrate the outcome of the LABOUR INT skills and migration expert group's work (EGSM). Its work in the framework of the integration of refugees in the labour market was presented and the LABOUR INT approach explained, in terms of the actions to be taken, the actors to be involved and the tools to be used for successful integration of refugees in the labour market.

Cities Against Poverty

Cities Against Poverty is a research CEEP is contributing to in order to support its members. It aims at giving an overview of poverty levels in EU cities, as well as highlighting strategies to tackle it. Municipal poverty alleviation approaches are considered in the 6 Western European EU Member States (Austria, Belgium, Denmark, Germany, the Netherlands and the United Kingdom), where urban poverty is higher than in rural areas over a multi-year period. Questionnaires and best practices were collected in the course of 2018 from several cities in the above-mentioned countries and will be used by the project promoters as basis for policy recommendations to fight poverty.

SOCIAL AFFAIRS BOARD

SOCIAL AFFAIRS BOARD

Chair Jeanette GRENFORS (SE)

Vice-chairs Armin AUGAT (DE), Elvira GENTILE (IT), Sylvie SLANGEN (BE)

2018 POLICY PRIORITIES

- Negotiation of the **EU Social Partners' work programme 2019-2021**, including definition of new activities on skills and innovation, digitalisation, capacity building, circular economy, capacity building and psycho-social risks at the Workplace. Negotiations were concluded in December 2018
- **New start for Social Dialogue**, following up on the European Commission's initiative through a range of new activities including a renewed partnership with the Employment Committee of the EPSCO Council and regular interactions with representatives of the Member States' ministry of Social Affairs, Labour and Employment
- Continuation of the **EU social partners' programme for integrated projects on the European Semester, the European Social Fund and capacity building for social dialogue, employee training and digitalisation**, including lifelong learning strategies in enterprises
- Follow-up and responses to the Commission's initiative on the **Pillar of Social Rights**: including lobby on the proposal for **transparent and predictable working conditions directive**, on the recommendation for access to social protection for all and on the regulation proposal for a **European Labour Authority**
- Follow-up of the Commission's roadmap for **gender equality** including the new Commission's roadmap on the gender pay gap
- General support to and participation in the joint EU social partners' projects and in CEEP specific projects in Social Affairs

MAIN ACTIVITIES

- **Board meetings**: 19 February, 27 June, 25 September
- **CEEP Mandate for a new EU social partners work programme 2019-2021** and negotiations throughout 2018
- CEEP key messages and amendments on the proposal on "**transparent and predictable working conditions** in the European union repealing directive 91/553/EEC"
- CEEP Opinion on "**A future European Labour Authority**"
- Study on "**Future European Social Fund - Better supporting capacity building of social partner organisations**"
- First **Implementation report** on the Autonomous Framework Agreement on **Active Ageing and an intergenerational approach**
- Organisation of a conference on **work-life balance/ childcare and the gender pay gap** in Brussels on 12 June 2018
- European social partners' joint statement on the **Multiannual Financial Framework**

ACTIVE MEMBERS (SOCIAL AFFAIRS BOARD AND RELATED TASK FORCES)

Air France-KLM

AdP - Aguas de Portugal, Sgps, SA

AKA e.V. - Arbeitsgemeinschaft kommunale und kirchliche Altersversorgung E.V.

APA - Administração do Porto Aveiro, SA

APS - Administração do Porto de Sines, SA

ARAN - Agenzia per la Rappresentanza Negoziabile delle Pubbliche Amministrazioni

Banco BPI, SA

BBVL - Beratungsgesellschaft für Beteiligungsverwaltung Leipzig GmbH

BICA - Bulgarian Industrial Capital Association

BOGESTRA - Bochum-Gelsenkirchener Straßenbahnen AG

BVG - Berliner Verkehrsbetriebe, AöR

BVÖD - Bundesverband Öffentliche Dienstleistungen

CDC - Caisse des Dépôts et Consignations

Companhia Carris de Ferro de Lisboa, SA

CEEP Portugal

CEEP UK

CONFSERVIZI

Deutscher Städtetag

DSTGB - Deutscher Städte- und Gemeindebund

DVBAG - Dresdner Verkehrsbetriebe AG

EBU - European Broadcasting Union

EDF - Electricité de France

EFEE - European Federation of Education Employers

Erftverband Bergheim

FASTIGO - Employers' Association for the Property Sector

FedEPL - Fédération des entreprises publiques locales

Fondazione Rubes Triva

Fundacion ONCE, S.A. - Organización Nacional de Ciegos Españoles

GdW - Bundesverband deutscher Wohnungs- und Immobilienunternehmen e.V.

GEBALIS - Gestão dos Bairros Municipais de Lisboa, EEM

HOSPEEM - European Hospital and Healthcare Employers Association

IEFP - Instituto do Emprego e Formação Profissional, IP

IP - Infraestruturas de Portugal, SA

KAV Bayern - Kommunale Arbeitgeberverband Bayern

e.V.

KFS - Swedish Organisation for Local Enterprises

KL - Local Government Denmark

KS

KS Bedrift

KT - Local Authority Employers

MEA - Malta Employers Association

Nederlandse Centrale Overheidswerkgever

NEREO - North East Regional Employers

NEXEM

NHS Confederation

REGIONER - Danish Regions

Rheinbahn AG

SAGE - Swedish Agency for Government Employers

SEEMP - South East Employers

SEPI - Sociedad Estatal de Participaciones Industriales

SALAR - Swedish Association of Local Authorities and Regions

SPEKTER - The Employers' Association Spekter

SSB AG - Stuttgarter Straßenbahnen AG

Stadt Wien

Stadtwerke Frankfurt am Main Holding GmbH

STRATOSZ - National Association of Strategic and Public Utility Companies

TdL - Tarifgemeinschaft deutscher Länder

TFL - Transport for London

TKIB - Türk Kamu İşletmeleri Birliği

TRANSTEJO - Transportes do Tejo, SA

Union Habitat

UDES - Union de l'Economie Sociale et Solidaire

ULESS - Union luxembourgeoise de l'économie sociale et solidaire

UNISOC - Union des Entreprises à Profit Social

VDV - Verband Deutscher Verkehrsunternehmen e.V.

VKA - Vereinigung kommunaler Arbeitgeberverbände

VM - Office for the Government as Employer

VNG - Vereniging van Nederlandse Gemeenten

VÖWG - Verband der Öffentlichen Wirtschaft und Gemeinwirtschaft Österreichs

WIBERA - Wirtschaftsberatung AG

Wiener KAV - Wiener Krankenanstaltenverbund

SOCIAL AFFAIRS BOARD (CONTINUED)

MACROECONOMICS TASK FORCE

Chair Tor HATLEVOLL (SE)

SOCIAL PROTECTION TASK FORCE

Chair Klaus STÜRMER (DE)

2018 POLICY PRIORITIES

- Follow-up of the **European Semester** including CEEP's positions for the Macroeconomic Dialogue, the country reports, the country-specific recommendations and the Annual Growth Survey
- Support to SAB in the **implementation of the Pillar of Social Rights within the European Semester** – with a specific focus on benchmarking and definition of new scoreboard of indicators by the EPSCO Council
- Continuation of the work on **investment for public services at all levels** with relevant interventions in conferences and specific consultation
- Follow-up of the **reform of the Economic and Monetary Union** package published on 6 December 2017
- Support of the SAB in lobby **positions for the MFF 2021-2027**

MAIN ACTIVITIES

- **Task force meetings:** 23 January, 29 June, 15 October
- **CEEP opinion on the MFF 2021-2027**
- Answer to the **Annual Growth Survey consultation** in September 2018
- Preparation of CEEP's key messages for regular input within the consultations of the European Semester.
- Contribution to the **joint employers' (CEEP, BusinessEurope and SMEUnited) position on the 2019 Annual Growth Survey**, published in October 2018
- Participation in the **Macroeconomic dialogue at technical level** with representatives of the European Commission Directorate for economic and financial affairs, representatives of the ECOFIN Council and of the European Central Bank on 29 January 2018 and 17 October 2018
- Preparation of the CEEP input to MEDTECH on the MFF and the impact of digitalisation on the labour market

2018 POLICY PRIORITIES

- Monitoring on the further steps of the **IORP dossier and on the empowerment of the European Insurance and Occupational Pensions Authority (EIOPA)**
- Analysing developments on the **PEPP** (Pan-European Pensions Product)
- Responses to the **second stage consultation on access to social protection for all** and follow up of the subsequent DG EMPL initiatives
- Follow-up of the dossiers **RESAVER** (Retirement savings Vehicle for European Research Institutions) and **TTYPE** (Track Your Pension)
- Follow-up of CEEP's statements to the **Social Protection Committee** (SPC) of the Council
- General support of SAB's messages regarding social security and Pensions reform
- Support to the work of the Social Affairs Board on the European Labour Authority, the recommendation on access to social protection and a new EU social security number

MAIN ACTIVITIES

- **Task force meetings:** 26 June, 29 November
- **CEEP response to the public consultation on the challenges of access to social protection for people in all forms of employment** – January 2018
- **CEEP Position paper on PEPP** (Pan-European Pensions Product) - July 2018
- Nomination of the Chair Klaus Stürmer in the **European Commission's High-Level Group of Experts on Pensions**
- Monitoring and follow-up of EIOPA's activities



EU social partners' meeting with Donald Tusk, President of the European Council



Katherina Reiche, CEEP President, with Sebastian Kurz, Chancellor of Austria, at the Tripartite Social Summit



Family photo at the Tripartite Social Summit

PUBLIC SERVICES BOARD

PUBLIC SERVICES BOARD

Chair Thierry DURNERIN (FR)

Vice-chairs Jaime CASTIÑERA DE LA TORRE (ES), Luigi Joseph DEL GIACCO (IT)

2018 POLICY PRIORITIES

- Further development of CEEP advocacy activities on reforming the **EU Definition of SMEs**
- Further development of CEEP advocacy activities on **providing recognition to European Local Public Services Enterprises (LPSEs)**
- CEEP advocacy on MFF 2021-2027 negotiations – focus on **Cohesion Policy**
- Supervision of political developments on the **Single Market Information Tool (SMIT)**
- Supervision of the **EU Public Procurement Package transposition** and application at Member States' level
- European Commission study on the **state and management of public assets across EU Member States**
- **Implementation of subsidiarity and proportionality principles**
- Building up on the **CEEP Opinion on the state aid modernisation agenda**

MAIN ACTIVITIES

- **Board meetings:** 22 March, 23 October
- CEEP response to a European Commission **public consultation on EU SME definition**
- CEEP response to a European Commission **public consultation on small-scale government subsidies**
- **Elaboration and promotion of CEEP amendments to the Single Market Information Tool**
- CEEP adhesion to the **Cohesion Alliance** managed by CoR
- **REFIT activities** on, amongst others, European State aid legislation, EU legislation transposition, public procurement procedure scope, VAT
- Elaboration and promotion of CEEP input to the work of the **High-Level Task Force on Subsidiarity and Proportionality**
- **Continued cooperation with institutional partners** through regular exchange, joint projects and events (European Committee of the Regions, European Parliament Intergroups...)
- Further **promotion of the CEEP CSR label**

ACTIVE MEMBERS (PUBLIC SERVICES BOARD AND RELATED TASK FORCES)

ACEA SPA

AdP - Águas de Portugal, Sgps, SA

ANROC

AöW - Allianz der öffentlichen Wasserwirtschaft, e.V.

APA - Administração do Porto Aveiro, SA

APS - Administração do Porto de Sines, SA

Banco BPI, SA

BBVL - Beratungsgesellschaft für Beteiligungsverwaltung Leipzig GmbH

BDEW - Bundesverband der Energie- und Wasserwirtschaft e.V.

BICA - Bulgarian Industrial Capital Association

BSR - Berliner Stadtreinigungsbetriebe, AöR

BVÖD - Bundesverband Öffentliche Dienstleistungen

CDC - Caisse des dépôts et consignations

CEEP Portugal

CONFSERVIZI

Companhia Carris de Ferro de Lisboa, SA

De Lijn - Vlaamse Vervoermaatschappij

Deutscher Landkreistag

Deutscher Städtetag

DSTGB - Deutscher Städte- und Gemeindebund

DSW - Dortmunder Stadtwerke AG

DUO - Dienst Uitvoering Onderwijs

DVV - Stadtwerke Duisburg AG

EBU - European Broadcasting Union

EDF - Electricité de France

EEM - Empresa de Electricidade da Madeira, SA

EFEE - European Federation of Education Employers

ELIGE - Red de Empresas Locales de Interés General

EMASESA - Empresa Metropolitana de Abastecimiento y Saneamiento de Aguas de Sevilla S.A.

ENAC

EPF NPDC - Etablissement publique foncier du Nord Pas-de-Calais

Erftverband Bergheim

FAD - The State Employers' Organisation

FedeEPL - Fédération des entreprises publiques locales

FNCCR - Fédération nationale des collectivités concédantes et des régions

Fondazione Rubes Triva

GdW - Bundesverband deutscher Wohnungs- und Immobilienunternehmen e.V.

Gelsenwasser

GEBALIS - Gestão dos Bairros Municipais de Lisboa, EEM

GRDF - Gaz Réseau Distribution France
IEFP - Instituto do Emprego e Formação Profissional, IP
IP - Infraestruturas de Portugal, SA
KFS - Swedish Organisation for Local Enterprises
KL - Local Government Denmark
KS Bedrift
KT - Local Government Employers
KVVKS - Kasseler Verkehrs- und Versorgungs-GmbH
LFDJ - La Française des Jeux
LVB - Leipziger Verkehrsbetriebe GmbH
Metropolitano de Lisboa, EPE
Nantes Métropole Aménagement
NARE - National Association of Regional Employers
Nexem - Organisation professionnelle des employeurs associatifs du secteur social, médico-social et sanitaire
NHS Confederation
Österreichischer Gemeindebund
Poste Italiane
Rheinbahn AG
SALAR - Swedish Association of Local Authorities and Regions
SEMAVIP - Sem d'aménagement de la ville de Paris
SEMERAP - Sem pour l'Exploitation des Réseaux d'eau et d'Assainissement et la Protection de l'Environnement
SEMITAN - SEM des transports en commun de l'agglomération nantaise
SEMIV - SEM immobilière de Vélizy
SENWTF - Senatsverwaltung für Wirtschaft, Technologie und Frauen
SEPI - Sociedad Estatal de Participaciones Industriales

SERL - Société d'équipement du Rhône et de Lyon
SIDR - Société immobilière du département de la Réunion
SNCF/NMBS - Société Nationale des Chemins de Fer Belges/Nationale Maatschappij der Belgische Spoorwegen
SNCF - Société nationale des chemins de fer français
SOGARIS
Stadtwerke Köln GmbH
Stadtwerke Mainz AG
STRATOSZ - National Association of Strategic and Public Utility Companies
SUEWAG
TAP - Air Portugal, SA
TfL - Transport for London
Thüga-Aktiengesellschaft
TRANSTEJO - Transportes do Tejo, SA
Union Habitat
UNISOC - Union des Entreprises à Profit Social
UPFP - Union des Professionnels du Pôle Funéraire Public
UTILITALIA
VDV - Verband Deutscher Verkehrsunternehmen e.V.
VEWIN - Vereniging van Exploitanten van Waterleidingbedrijven In Nederland
VKÖ - Verband kommunaler Unternehmen Österreichs
VKU - Verband kommunaler Unternehmen e.V.
VNG - Vereniging van Nederlandse Gemeenten
VÖWG - Verband der Öffentlichen Wirtschaft und Gemeinwirtschaft Österreichs
WIBERA Wirtschaftsberatung AG



Seminar organised by CEEP Portugal on the Corporate Social Responsibility, with the participation of José Vieira da Silva, Minister of Solidarity, Employment and Social Security

PUBLIC SERVICES BOARD (CONTINUED)

SGI TASK FORCE

Chair Rainer PLASSMANN (DE)
Vice-chairs Virginie TOUSSAIN (FR)
General rapporteur Nadine FISCHER (DE)

INTERNAL MARKET TASK FORCE

Chair Juan Pedro MARIN ARRESE (ES)

2018 POLICY PRIORITIES

- Ongoing advocacy on safeguard measures for services of general interest' providers in (future) **trade agreements negotiations**
- Active input on **EU regulatory policy and its possible effects on services of general interest (SGIs) in the framework of the REFIT Platform**
- Continued reflection on **alternative financing patterns for SGI providers**
- CEEP advocacy on **MFF 2021-2027** negotiations
- European Urban Policy

MAIN ACTIVITIES

- **Task force meetings:** 23 March, 13 June, 19 November
- Elaboration and promotion of **CEEP opinion on Trade policy-related aspects of Brexit**
- Participation in the work of the **CETA Domestic Advisory Group** – focus on managing CETA's implementation
- Participation in the Roundtable "Opportunities arising from CETA for SMEs" of the European Economic and Social Committee, with the participation of H.E. Mr Daniel Costello, Ambassador of Canada to the EU
- Ongoing **supervision of relevant external trade negotiations involving EU authorities** (Australia, New Zealand, Japan...)
- Contribution to CEEP's cross-sectoral activities on the future **Multi-Annual Financial Framework**
- Supervision of **Urban Agenda Partnership on Public Procurement**

2018 POLICY PRIORITIES

- Supervision of political developments in the aftermath of the EU State Aid Modernisation Agenda
- Monitoring of next steps on the EU VAT Action Plan and continuous input to EU institution's activity on VAT

MAIN ACTIVITIES

- **Identification of potential concerns** and monitoring of application of **EU state aid rules**
- Further **dissemination of CEEP opinion on the EU State Aid Modernisation Agenda**
- Promotion of CEEP positions on **VAT**, amongst others in meetings with representatives of the EU institutions
- Support to the **EESC Working Group on SGIs** (chaired by Dr Milena Angelova, CEEP Vice President)
- Active participation as **co-rapporteur on competition in the REFIT Platform**



Ardalan Shekarabi, Swedish Minister for Public Administration, at the CEEP CSR Label Awarding Ceremony



CEEP high-level seminar on 'Public Services and SGIs as Drivers of Sustainable Development and Growth in Europe' at the Balkan Hotel (Sofia, Bulgaria)



Vasil Velez, President of CEEP Bulgaria, with Vladislav Goranov, Minister of Finance, Liliana Pavlova, Minister in charge of the Bulgarian Presidency of the Council of the European Union, and MEP Iskra Mihaylova, Chair of the Committee for Regional Development



Karl-Heinz Lambertz, President of the European Committee of the Regions, with Thierry Durnerin, Chair of CEEP Public Services Board

SUSTAINABILITY BOARD

SUSTAINABILITY BOARD

Chair Jean-Eudes MONCOMBLE (FR)

Vice-chairs Dr Klaus NUTZENBERGER (DE), Stefan CHAYKOV (BG)

2018 POLICY PRIORITIES

- Pushing forward the reflection on the impacts of digitalisation on public services and SGIs, with a multifaceted approach focusing on:
 - **Data ownership and data use**
 - **The role of platforms**
 - **Infrastructure financing and investment**
 - **The consumers perspective and innovation**

MAIN ACTIVITIES

- **Board meetings:** 23 January, 1 June and 24 October
- Regular meetings and contacts with representatives of the European institutions: **Meetings with**, amongst others, **Andrus Ansip**, European Commission Vice-President for the Digital Single Market, and with **Ms Anne Bucher**, Chair of the Regulatory Scrutiny Board of the European Commission
- Participation in the **Open Eyes Economy Summit** in Krakow on 21 November addressing “How to

produce more with less: less land, less water and less pollution?”

- Participation in the **Commission Stakeholder hearing on the review of the Directive on the Re-Use of Public Sector Information (PSI Directive)** on 19 January
- CEEP Comments on the **Impact Assessment on the PSI Directive Review**
- **Meeting and exchanges of views on the PSI Directive with key MEPs** and their teams, including rapporteur **Neoklis Sylikiotis**, (GUE/NGL), IMCO rapporteur/ITRE shadow rapporteur **Julia Reda**, (Greens/EFA), ITRE shadow rapporteurs **Michal Boni** (EPP), **Dario Tamburrano** (EFDD)
- **CEEP key messages** on the Commission Proposal for the Review of the **PSI Directive**
- **CEEP proposed amendments** on the Review of the PSI Directive

ACTIVE MEMBERS (SUSTAINABILITY BOARD AND RELATED TASK FORCES)

A2A

ACEA SPA

ADIF - Administrador de Infraestructuras Ferroviarias

AdP - Aguas de Portugal, Sgps, SA

Air France-KLM

AöW - Allianz der öffentlichen Wasserwirtschaft e.V.

APA - Administração do Porto Aveiro, SA

APS - Administração do Porto de Sines, SA

AquaFlanders

ARGE Österreichischer Abfall- Wirtschaftsverbände

ASFinAG - Autobahnen- und Schnellstraßen-Finanzierungs- Aktiengesellschaft

ATM - Azienda Trasporti Milanesi SpA

Baía do Tejo, SA

Banco BPI, SA

BBVL - Bertatungsgesellschaft für Beteiligungungsverwaltung Leipzig GmbH

BDEW - Bundesverband der Energie- und Wasserwirtschaft e.V.

BOGESTRA - Bochum-Gelsenkirchener Straßenbahnen AG

BICA - Bulgarian Industrial Capital Association

BSAG - Bremer Straßenbahn AG

BSR - Berliner Stadtreinigungsbetriebe, AöR

BVG - Berliner Verkehrsbetriebe, AöR

BVÖD - Bundesverband Öffentliche Dienstleistungen

BWA - Bulgarian Water Association

BWB - Berliner Wasserbetriebe, AöR

CDC - Caisse des dépôts et consignations

CEEP Portugal

Companhia Carris de Ferro de Lisboa, SA

CONFSERVIZI

CTM-COMADRID - Consorcio Regional de Transportes Publicos Regulares de Madrid

De Lijn - Vlaamse Vervoermaatschappij

Deutscher Landkreistag

Deutscher Städtetag

DSTGB - Deutscher Städte- und Gemeindebund

DSW - Dortmunder Stadtwerke AG

EBU - European Broadcasting Union

EDF - Electricité de France

EEM - Empresa de Electricidade da Madeira, SA

ELIGE - Red de Empresas Locales de Interés General

EMATSA - Empresa Municipal Mixta d'Aigües de

Tarragona

Emschergenossensch./Lippeverband

Erftverband Bergheim

FedePL - Fédération des entreprises publiques locales

Fernwärme Wien GmbH

Flughafen Wien AG

FNCCR - Fédération nationale des collectivités concédantes et des régions

Fondazione Rubes Triva

Gas-Union GmbH

GdW - Bundesverband deutscher Wohnungs- und Immobilienunternehmen e.V.

GEBALIS - Gestão dos Bairros Municipais de Lisboa, EEM

Gelsenwasser AG

Gruppo CAP

HERAmbiente SpA

INE - Instituto Nacional de Estatística, IP

IP - Infraestruturas de Portugal, SA

IVB - Innsbrucker Verkehrsbetriebe

KL - Local Government Denmark

KS Bedrift

KT - Local Authority Employers

KVB - Kölner Verkehrs-Betriebe AG

Local Government Group

London Councils

LVB - Leipziger Verkehrsbetriebe GmbH

LVV - Leipziger Versorgungs- und Verkehrsgesellschaft mbH

MEA - Malta Employers Association

MEH - Direccion General del Patrimonio del Estado

Metropolitano de Lisboa, EPE

NEREO - North East Regional Employers

N-ERGIE AG

ÖBB-Holding AG

Österreichischer Gemeindebund

Poste Italiane

REE - Red Eléctrica de Espana, S.A.

Rheinbahn AG

Roslagsvatten AB

SALAR - Swedish Association of Local Authorities and Regions

SANEST

SEMEA

SEMITAN - SEM des transports en commun de l'agglomération nantaise

SENWTF - Senatsverwaltung für Wirtschaft, Technologie und Frauen

SEPI - Sociedad Estatal de Participaciones Industriales

SNCB/NMBS - Société Nationale des Chemins de Fer Belges/Nationale Maatschappij der Belgische Spoorwegen

SNCF - Société Nationale des Chemins de Fer Français

SPEKTER - The Employers' Association Spekter

Stadt Wien

Stadtwerke Frankfurt am Main GmbH

Stadtwerke Köln GmbH

Stadtwerke Mainz AG

STRATOSZ - National Association of Strategic and Public Utility Companies

SWL - Stadtwerke Leipzig GmbH

TAP - Air Portugal, SA

TEMSAN - Turkish Electromechanics Industry Incorporation

TfL - Transport for London

Thüga-Aktiengesellschaft

TKIB - Türk Kamu İşletmeleri Birliği

TRANSTEJO - Transportes do Tejo, SA

Trianel GmbH

Union Habitat

UTILITALIA

VDV - Verband Deutscher Verkehrsunternehmen e.V.

VEWIN - Vereniging van Exploitanten van Waterleidingbedrijven In Nederland

VKÖ - Verband kommunaler Unternehmen Österreichs

VKU - Verband kommunaler Unternehmen e.V.

VM - Office for the Government as Employer

VNG - Vereniging van Nederlandse Gemeenten

VÖWG - Verband der Öffentlichen Wirtschaft und Gemeinwirtschaft Österreichs

VOR - Verkehrsverbund Ost-Region GmbH

WEC-France

WIBERA Wirtschaftsberatung AG

Wien Energie GmbH

Wiener Stadtwerke

WLB - AG der Wiener Lokalbahnen

SUSTAINABILITY BOARD (CONTINUED)

ENERGY TASK FORCE

Chair Elmar THYEN (DE)

Vice-chairs Audun Kolstad WIIG (NO), Alain TACCOEN (FR)

TRANSPORT TASK FORCE

Chair Dr Monika UNTERHOLZNER (AT)

General rapporteur Dr Elisa SCHENNER (AT)

2018 POLICY PRIORITIES

- Follow-up on the legislative procedures of the European Commission's proposal for a **"Clean Energy for All European"** Package, particularly the Trilogue negotiations on the Market Design files, ACER, Risk-Preparedness, Energy Efficiency, Renewable Energy and the Energy Union Governance
- Preparation towards the publication of the European Commission's **'A Clean Planet for All - Strategic Long-Term vision for a prosperous, modern, competitive and climate neutral economy by 2050'**

MAIN ACTIVITIES

- **Task force meetings:** 9 February, 6 September, 14 November
- **High-level meeting with Maroš Šefčovič**, European Commission Vice-President for the Energy Union on the publication of the EU2050 Long-Term strategy
- **High-level meeting with Commissioner Miguel Arias Cañete** on the Clean Energy Package
- **Meeting in Sofia with Deputy Energy Minister Zhecho Stankov** during the Bulgarian Presidency of the EU
- **Informal exchange of views with Eli Widecki**, high-level representative of the Austrian Presidency
- **Meetings of the task force** with **Petya Icheva**, First Secretary in charge of energy policies at the Permanent Representation of Bulgaria to the EU, **Uwe Schroeder-Selbach**, Energy Attaché from the Permanent Representation of the Federal Republic of Germany to the EU
- **Joint Statement on improved transparency of interactions between the EU's carbon market and climate and energy policies**, with IETA, Eurelectric, EFET
- **Joint Statement on the Europe's Decarbonisation Agenda and Policy Overlap Impacts on the EU ETS**, with IETA and Eurelectric
- **CEEP Recommendation on CEP Trilogue** (Market Design, ACER)
- **CEEP One Pager Recommendations on Decentralisation, on Recharging Points, on the DSO Entity and on Network Codes**
- **CEEP Preliminary Messages GHG emission Reduction**
- **CEEP Response to the EC Consultation on Long-Term Strategy GHG Emission Reduction**

2018 POLICY PRIORITIES

- Commission Mobility Packages and their legislative follow-up in the European Parliament and Council, in particular:
 - the **Eurovignette Directive**,
 - the **Clean Vehicles Directive**,
 - the **Passenger Coach Services Directive**,
 - **Passenger Rights**
 - Public services' providers and **future mobility solutions**, including e-mobility and urban mobility
- Contribution to the Sustainability Board's activities on the **digitalisation of public services**, particularly regarding the (open) data policy initiatives of the Commission, especially in relation to the Public Sector Information Directive (PSI) and the Intelligent Transport Directive (ITS)

MAIN ACTIVITIES

- **Task force meetings:** 20 March, 19 June, 22 November
- **Meetings of the Transport Task Force, with MEP Andrzej Grzyb**, Rapporteur on the European Parliament report on the Clean Vehicles Directive (ENVI Committee)
- **High level meeting with the Social Partner and with Maroš Šefčovič**, European Commission Vice-President for the Energy Union on the Third Mobility Package
- **CEEP Key messages and amendments to the Clean Vehicle Directive**
- **CEEP Statement on the Commission Proposal to amend Directive on the Charging of Heavy Goods Vehicles for the use of certain infrastructures** (Eurovignette Directive)
- **CEEP Statement on the European Commission's Proposal on Access to the market for international coach and bus services** (revision of regulation)
- **CEEP Report on the Plenary Vote on the Clean Vehicle Directive**

ENVIRONMENT TASK FORCE

Vice-chairs Anne-Claire EGLIE-RICHTERS (FR), Federico FOSCHINI (IT), Hans SAILER (AT)

COMMUNICATIONS TASK FORCE

Chair Martine ALLAIRE (FR)
General rapporteur Nicola FRANK (EBU)

2018 POLICY PRIORITIES

- Implementation of Circular Economy Strategy, particularly regarding:
 - **Waste legislation review**
 - **Plastics Strategy**
 - **Monitoring Framework**
 - **Stakeholder Platform**
 - **ChemicalsProductsWaste Interface**
 - **Industry-led voluntary certification of treatment facilities for key waste / recycle streams**
 - **Review of EU chemicals legislation**
 - **7th Environmental Action Programme**

MAIN ACTIVITIES

- **Task force meetings:** 14 February, 21 June, 20 November
- Meetings of the Task Force, with **Giuseppina Luvara**, European Commission - DG Environment (Unit B2, Sustainable Chemicals), **Paulo Lemos**, European Commission - DG Environment - Sustainable Production, Products & Consumption (Env.B1)
- Follow-up on the **Implementation of the EU Plastics Strategy, in particular, recent Commission initiative on Single-Use Plastics**

2018 POLICY PRIORITIES

- European Electronic Communications Code and ePrivacy Regulation
- Contribution to the Sustainability Board's activities on the Digitalisation of Public Services, particularly regarding:
 - **Data economy Bridging the second digital divide and fill the ICT skills gap**
 - **Intellectual Property**
 - **Commission Fake News initiative**
 - **Commission Platform to business initiative**
- Contribution to the SGI task force activities on trade agreements regarding data flows

MAIN ACTIVITIES

- **Task force meetings:** 4 May, 28 November
- Following up on the European Commission's legislative development the **European Electronic Communications Code, e-Privacy Regulation, Platforms to business Regulation and EU data package**
- Follow-up on EU economic context and initiatives relevant for communications activity **Digital Regulation/ Digital Taxation**
- Regular following and advising on the **PSI Directive legislative procedures**
- **Updates and information sharing on Industry News Update**
- Exchange of views with members on different topics such as: Telecoms, Copyright, Brexit impacts on communication industry, Audio visual, Copyright, Content/Fake News



MEP Seb Dance at meeting of CEEP Transport Task Force

SUSTAINABILITY BOARD (CONTINUED)

WATER TASK FORCE

Chair Michele FALCONE (IT)

Vice-chairs Ria DOEDEL (NL), Borislav VELIKOV (BG)

General rapporteur Davide Scaglione (IT)

2018 POLICY PRIORITIES

- **Drinking Water Directive**
- **Water Framework Directive**
- **Urban Waste Water Treatment Directive**
- **Pharmaceuticals in the environment**
- Contribution to the **Environment Task Force's activities on the Commission Plastics Strategy** as well as on the **7th Environmental Action Programme**
- **Water & Agriculture**, including CAP review and Legislation on Plant Protection Products
- **Waste Water Reuse**
- **Urban Waste Water Treatment Directive**

MAIN ACTIVITIES

- **Task force meetings:** 14 February, 6 May, 20 November
- CEEP consultation on options for a strategic approach to **Pharmaceuticals in the Environment**
- **Meetings of the Water Task Force with** Rapporteur of the DWD **MEP Michel Dantin** (EPP, FR), **Valentin Opfermann**, Policy Officer at Agriculture and Rural Development Department, DG AGRI
- Active involvement in the **Strategic Coordination Group (SCG) for the Water Framework Directive's Common Implementation Strategy**
- Active involvement in the **Strategic Coordination Group (SCG) and Working Groundwater of CIS-process**
- CEEP **Key messages and amendments to the Drinking Water Directive** review proposal
- CEEP **Feedback to the European Commission's proposal for the Drinking Water Directive**
- CEEP **Feedback to the European Commission's Common Agricultural Policy (CAP) Reform**
- CEEP Response to the **public consultation on the Evaluation of the Urban Waste Water Treatment Directive**
- CEEP Reaction paper on the **compromised Amendments on the Drinking Water Directive**



MEP Michel Dantin, rapporteur on the Drinking Water Directive at meeting of CEEP Water Task Force

ANNEXES

PRESIDENTIAL TEAM

PRESIDENT

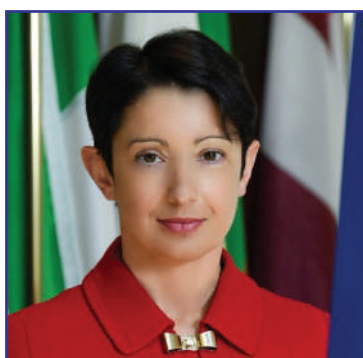
Katherina REICHE (DE)



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VICE-PRESIDENTS

Milena ANGELOVA (BG)



Tom BEATTIE (UK)



Filippo BRANDOLINI (IT)



HONORARY PRESIDENTS

Georges ROGISSART	(1962-1982)
Marcel BOITEUX	(1982-1985)
Lord SHEPHERD	(1985-1988)
Jacques FOURNIER	(1988-1994)
Antonio CASTELLANO	(1994-1998)
Carlos CORREA GAGO	(1998-2000)
Joao CRAVINHO	(2000-2005)
Caspar EINEM	(2005-2008)
Carl CEDERSCHIÖLD	(2008-2011)
Hans-Joachim RECK	(2011-2016)

NATIONAL SECTIONS

AUSTRIA

President

Renate BRAUNER
President, VÖWG

National Correspondent

Heidrun MAIER-DEKRUIJF
VÖWG

BENELUX

President

Arjen FRENTZ
Managing Director, VEWIN

National Correspondent

Carl HEYRMAN
AquaFlanders

BULGARIA

President

Vasil VELEV
Chairman, Bulgarian Industrial Capital Association (BICA)

National Correspondent

Milena ANGELOVA
Bulgarian Industrial Capital Association (BICA)

CYPRUS

President

Panayiotis OLYMPIOS
General Manager, Electricity Authority of Cyprus (EAC)

National Correspondent

Ioannis IOANNIDES
Electricity Authority Cyprus (EAC)

DENMARK

President

Pernille CHRISTENSEN
Head of Office, Local Government Denmark

National Correspondent

Malene VESTERGAARD SØRENSEN
Danish Regions

FINLAND

President

Markku JALONEN
Director General, Local Authority Employers

National Correspondent

Ulla WESTERMARCK
Ministry of Finance

FRANCE

President

Pascal BOLO
Vice-President, Nantes Métropole

National Correspondent

Thierry DURNERIN
Fédération des Entreprises Publiques Locales (FedEPL)

GERMANY

President

Katherina REICHE
Chief Executive Officer, VKU

National Correspondent

Jakob NIES - Anna STING
BVÖD

GREECE

President

Athanasios SAVVAKIS
President, Federation of Industries of Northern Greece

National Correspondent

Yannis STAVROU
Federation of Industries of Northern Greece

HUNGARY

President

Ilona DÁVID
President, STRATOSZ

National Correspondent

Gabor TILL
Budapest Waterwork Ltd

ITALY

President

Sergio GASPARRINI
President, ARAN

National Correspondent

Alessia NICOTERA
CONFSERVIZI, CEEP-IT

MALTA

President & National Correspondent

Joseph FARRUGIA
Director General, Malta's Employers' Association (MEA)

SECTORAL MEMBERS

NORWAY

President

Marianne HAUGLAND
Commercial Policy Advisor, KS Bedrift

National Correspondent

Bente STENBERG-NILSEN
KS

PORTUGAL

President

Pedro CUNHA SERRA

National Correspondents:

Filipe MACEDO CARTAXO, Banco BPI
Duarte VEIGA DA CUNHA, AdP-Águas de Portugal SGPS,
S.A.

SPAIN

Vice-President

Jaime CASTINIERA DE LA TORRE

National Correspondent

Rosario ESCOLAR POLO
Sociedad Estatal de Participaciones Industriales (SEPI)

SWEDEN

President

Sophie THÖRNE
Head of Labour Law Unit, Employers Policy Division,
SALAR

National Correspondent

Jeanette GRENFORS
SALAR

UNITED KINGDOM

President

Tom BEATTIE
Leader of Corby Borough Council

National Correspondent

Mick BRODIE
North East Regional Employers' Organisation (NEREO)

EUROPEAN BROADCASTING

UNION (EBU)

Correspondent

Nicola FRANK
Head of European Affairs

EUROPEAN FEDERATION OF EDUCATION EMPLOYERS

(EFEE)

Correspondent

Daniel WISNIEWSKI
Secretary General

EUROPEAN HOSPITAL AND HEALTHCARE EMPLOYERS ASSOCIATION (HOSPEEM)

Correspondent

Tjitte ALKEMA
Secretary General

ASSOCIATED MEMBERS

FONDAZIONE RUBES TRIVA

President

Francesco LACOTUCCI

Correspondent

Giuseppe MULAZZI

TURKEY - UNION OF TURKISH PUBLIC ENTERPRISES (TKIB)

President

Mr. Ph.D. İzzet ALAGÖZ
General Manager, Electricity Manufacturing Incorporation

National Correspondent

Caner TOPKARA

MEMBERS OF CEEP SECTIONS

NATIONAL SECTIONS

AUSTRIA

AIT Austrian Institute of Technology GmbH
 ANKÜNDER GmbH
 Arbeitsmarktservice Österreich
 ARGE Österreichischer Abfallwirtschaftsverbände
 ARWAG Holding AG
 ASFINAG - Autobahnen- und Schnellstraßen-Finanzierungs- AG
 Austria Tech – Gesellschaft des Bundes für technologiepolitische Maßnahmen GmbH
 Austrian Power Grid AG
 AUSTRO CONTROL - Österreichische Gesellschaft für Zivilluftfahrt mbH
 Bank Austria AG
 Bestattung Wien GmbH
 Bundesarbeitskammer Präsidium
 Bundesbeschaffung GmbH
 Bundesministerium öffentlicher Dienst und Sport
 Bundesministerium für Arbeit, Soziales, Gesundheit und Konsumentenschutz (bmasgk)
 ebswien Hauptkläranlage GesmbH
 ebswien Tierservice GesmbH
 ENERGIEALLIANZ Austria GmbH
 Energie Burgenland AG
 EVN Wasser GmbH
 eww ag
 Facilitycomfort - Energie- und Gebäudemanagement GmbH
 Fachhochschule Burgenland GmbH
 FH Campus Wien Studiengang Public Management
 Flughafen Wien AG
 Forschung Austria – Gemeinnützige Vereinigung zur Förderung der außeruniversitären Forschung
 Gemeinn. Wohnungs- u. Siedlungs-GesmbH der Wiener Stadtwerke
 GESIBA Gemeinn. Siedlungs- und Bau AG
 GEWISTA Werbegesellschaft mbH
 Graz-Köflacher Bahn und Busbetrieb GmbH
 Holding Graz - Kommunale Dienstleistungen GmbH
 Innsbrucker Kommunalbetriebe AG
 KELAG Kärntner Elektrizitäts-AG
 Kommunalkredit Austria AG
 Linz AG für Energie, Telekommunikation, Verkehr und Kommunale Dienste
 Linzer Lokalbahn AG
 Lokalbahn Lambach-Vorchdorf-Eggenberg AG
 Magistrat der Landeshauptstadt Linz – Wirtschaftsservice
 MA 31 Wiener Wasser
 MA 38 Lebensmitteluntersuchungsanstalt der Stadt Wien
 MA 48 Abfallwirtschaft, Straßenreinigung und Fuhrpark
 MA 49 Forstamt und Landwirtschaftsbetrieb der Stadt Wien
 MA 59 Marktamt
 Mürtzaler Verkehrsgesellschaft m.b.H. (MVG)
 Netz Niederösterreich GmbH
 Oberösterreichische Gesundheitsholding GmbH

OeMAG – Abwicklungsstelle für Ökostrom AG
 ÖBB-Holding AG
 Ökosoziales Forum Wien
 Österreichische Beamtenversicherung
 Österreichischer Bundesfeuerwehrverband
 Österreichischer Gemeindebund
 Österreichischer Gewerkschaftsbund Präsidium
 Österreichischer Städtebund
 Österreichischer Städtebund - Landesgruppe Niederösterreich
 Österreichischer Städtebund - Landesgruppe Oberösterreich
 Österreichischer Verband gemeinn. Bauvereinigungen-Revisionsverband
 Österreichisches Gesellschafts- und Wirtschaftsmuseum
 Österreichisches Rotes Kreuz
 Salzburg AG für Energie, Verkehr und Telekommunikation
 Schienen-Control GmbH
 Schieneninfrastruktur-Dienstleistungsgesellschaft mbH (SCHIG mbH)
 Schloß Laxenburg Betriebs-GesmbH
 SCHWARZATAL - Gemeinn. Wohnungs- und Siedlungsanlagen-GmbH
 SOZIALBAU Gemeinnützige Wohnungs-AG
 Sozialhilfverband Bruck-Mürzzuschlag
 Sozialwirtschaft Österreich - Verband der österreichischen Sozial- und Gesundheitsunternehmen
 Stadt Villach
 Stadtgemeinde Gmünd
 Stadtgemeinde Leoben
 Stadtgemeinde Mannersdorf
 Stadtgemeinde Wolfsberg
 Stadtwerke Amstetten
 Stadtwerke Bregenz GmbH - Gas Wasser Bäder Stadtbus
 Stadtwerke Kapfenberg GmbH
 Stadtwerke Klagenfurt AG
 Stadtwerke St. Pölten
 Steirischer Wasserversorgungsverband
 Tiroler Soziale Dienste GmbH
 TIWAG-Tiroler Wasserkraft AG
 UIV Urban Innovation Vienna GmbH
 VBV-Pensionskasse AG
 Verband d. Wiener Arbeiterheime
 VERBUND AG
 Verkehrsverbund Ost-Region GesmbH (VOR)
 Verkehrsverbund Tirol GesmbH
 Volkshilfe Wien
 Wasserleitungsverband Nördliches Burgenland
 Wasserverband-Mürzverband Körperschaft d. öffentl.
 Rechtes Wien Holding GmbH
 WH Media GmbH
 Wiener Gewässer Management GmbH
 Wiener Hafen und Lager Ausbau- und Vermögensverwaltung, GmbH & Co KG
 Wiener Krankenanstaltenverbund
 Wiener Lokalbahnen GmbH
 Wiener Lokalbahnen Cargo GmbH

Wiener Stadthalle - Betriebs- und
Veranstaltungsges.m.b.H
WIENER STÄDTISCHE Allgemeine Versicherung AG
Wiener Stadtwerke GmbH
Wiener Netze GmbH
Wiener Linien GmbH & Co.KG
Wiener Wohnen Kundenservice
WOGEM - Gemeinn. Wohn-, Bau- und
Siedlungsgesellschaft f. Gemeindebedienstete
Wohnbauvereinigung für Privatangestellte
Gemeinnützige GesmbH
WOHNFONDS WIEN - Fonds für Wohnbau und
Stadterneuerung
Wohnservice Wien GesmbH
Wolfsberger Stadtwerke GmbH

BENELUX

AquaFlanders
De Lijn - Vlaamse Vervoermaatschappij
Nederlandse Centrale Overheidswerkgever
NMBS - SNCB - Société Nationale des Chemins de
Fer Belges - Nationale Maatschappij der Belgische
Spoorwegen
SPGE - Société Publique de Gestion de l'eau
ULESS - Union Luxembourgeoise de l'Économie Sociale
et Solidaire
UNISOC - Union des Entreprises à Profit Social
UVW - Unie van Waterschappen
VEWIN - Vereniging van Exploitanten van
Waterleidingbedrijven In Nederland
VNG - Vereniging van Nederlandse Gemeenten

BULGARIA

BICA - Bulgarian Industrial Capital Association:

Association BG STAFFING
Association for Mass Communications
Association Medical Cluster
Association of Bulgarian Dentists
Association of Community Centers
Association of Geodetic Companies
Association of Manufacturers, Distributors and
Consumers of Bottled LPG
Association of Occupational Medicine
Association of Producers of Private Theatres
Association of Professional Schools of Electrical,
Electronic and Computer Technology
Association of the Accountants and the Accounting
Companies
Branch Chamber of Communication and Information
Technologies
Branch Union for Economic Initiative in Transport
Bulgarian Airlines Association
Bulgarian Association for Construction Insulation and
Waterproofing
Bulgarian Association for Freight Forwarding, Transport
and Logistics
Bulgarian Association for Qualification of Automobile
Drivers
Bulgarian Association of Electrical Engineering and
Electronics
Bulgarian Association of Information Technologies
Bulgarian Association of Insurance Brokers
Bulgarian Association of Licensed Investment

Intermediaries
Bulgarian Association of Private Schools
Bulgarian Association of Public Relations Agencies
Bulgarian Association of Ship Brokers and Agents
Bulgarian Association Sunscreen Saving Systems
Bulgarian Book Association
Bulgarian Branch Association of Electronic Industry and
Informatics
Bulgarian Branch Chamber "Machine Building"
Bulgarian Branch Chamber "Roads"
Bulgarian Defense Industries Association
Bulgarian Energy Holding EAD. Bulgarian National
Association of Shipbuilding and Ship Repair
Bulgarian National Branch Chamber "Guards and
Detectives"
Bulgarian Photovoltaic Association
Bulgarian Postal Union
Bulgarian Posts PLC
Bulgarian Telecommunication Company (VIVACOM)
Bulgarian Water Association
CEZ Distribution Bulgaria AD
Chamber of Creators of Green transport in Bulgaria
Federation of the Scientific Engineering Unions in
Bulgaria
Foundation "Center for Safety and Health at Work"
Holding Bulgarian State Railways EAD
Marine Cluster Bulgaria
National Association of Traders and Transporters of Fuels
National Union of Water Users
Road Safety Bulgarian Branch Association
Society of Culture and Tourism of Bulgaria - North-East
Society of the Producers and Traders of Veterinary
Medicinal Products
Sofiyska Voda JSC
Toplofikacia Sofia EAD
Union of the Bulgarian Foundations and Associations
Union of The Official Car Traders
Varna Chamber of Tourism
Veolia Water in Bulgaria

CYPRUS

EAC - Electric Authority Cyprus

DENMARK

Danish Agency for Modernisation
Danish Regions
Local Government Denmark

FINLAND

KT Local Government Employers
Office for the Government as Employer

FRANCE

Caisse des dépôts et consignations (CDC)
Electricité de France (EDF)
Fédération des entreprises publiques locales (Fedep)
Fédération nationale des collectivités concédantes et des
régies (FNCCR)
La Cité Nantes Events Center
La Folle Journée
Nantes Métropole Aménagement
ORANGE
Organisation professionnelle des employeurs associatifs

du secteur social, médico-social et sanitaire (NEXEM)
 Société d'Economie Mixte du Marché d'Intérêt National de Nantes (SEMMINN)
 Société d'équipement du Rhône et de Lyon (SERL)
 Société d'économie mixte des transports en commun de l'agglomération nantaise (SEMITAN)
 Société d'Economie Mixte d'Animation Economique au Service des Territoires (SEMAEST)
 Société d'exploitation de la Tour Eiffel (SETE)
 Société immobilière de Nouvelle-Calédonie (SIC)
 Société nationale des chemins de fer français (SNCF)
 Union des employeurs de l'économie sociale et solidaire (UDES)
 Union Sociale pour l'Habitat (USH)

GERMANY

Abfallwirtschaftsbetrieb München (AWM)
 AKA Arbeitsgemeinschaft kommunale und kirchliche Altersversorgung e.V.
 Allianz der öffentlichen Wasserwirtschaft (AöW) e.V.
 BDEW Bundesverband der Energie- und Wasserwirtschaft e.V.
 Beratungsgesellschaft für Beteiligungsverwaltung Leipzig mbH (BBVL)
 Berliner Stadtreinigungsbetriebe, AöR (BSR)
 Berliner Verkehrsbetriebe, AöR (BVG)
 Berliner Wasserbetriebe, AöR (BWB)
 Bochum-Gelsenkirchener Straßenbahnen AG (BOGESTRA)
 Bremer Straßenbahn AG (BSAG)
 Deutsche Gesellschaft für das Badewesen e.V.
 Deutscher Landkreistag
 Deutscher Sparkassen- und Giroverband e.V. (DSGV)
 Deutscher Städte- und Gemeindebund (DStGB)
 Deutscher Städtetag (DST)
 Dortmunder Stadtwerke AG
 Dresdner Verkehrsbetriebe AG (DVB)
 Emschergenossensch./Lippeverband
 Erftverband
 GdW Bundesverband dt. Wohnungs- u.
 HEAG Holding AG
 Immobilienunternehmen e.V.
 Gelsenwasser AG
 komba Gewerkschaft
 Leipziger Verkehrsbetriebe (LVB) GmbH
 Leipziger Versorgungs- und Verkehrsgesellschaft mbH (LVV)
 Mainzer Stadtwerke AG
 Rheinbahn AG
 Ruhrverband
 Stadtwerke Bochum GmbH
 Stadtwerke Frankfurt am Main Holding GmbH.
 Stadtwerke Köln GmbH
 Städtische Werke Nürnberg GmbH (StWN)
 Stuttgarter Straßenbahnen AG (SSB)
 Tarifgemeinschaft deutscher Länder, TdL
 Thüga AG
 Trianel GmbH
 Verband Deutscher Verkehrsunternehmen (VDV)
 Verband kommunaler Unternehmen e.V. (VKU)
 Verband öffentlicher Versicherer
 Vereinigung kommunaler Arbeitgeberverbände (VKA).
 Vereinte Dienstleistungsgewerkschaft ver.di,

Wibera Wirtschaftsberatung AG

GREECE

Federation of Industries of Greece – SBE

HUNGARY

STRATOSZ:

Budapest Waterworks
 DAKK Transport
 DDKK Transport
 DKV Debrecen Transport
 DMRV Regional Waterworks
 DRV Regional waterworks
 ÉRV Regional Waterworks
 ÉMKK Transport
 ÉNYKK NW-Hungarian Transport
 ÉRV Regional Waterworks
 GYSEV Rail
 GYSEV Rail Cargo
 Hungarian Post
 HUNGRAIL Rail Association
 KMKK Transport
 KNYKK Transport
 MÁV FKG
 MÁV HÉV Rails
 MÁV Hungarian State Railways
 MÁV Service Center
 MÁV START Rails
 MAVÍZ Water Utilities Association
 MVM Group
 TRV Regional Waterworks
 VOLÁN Association
 VOLÁNBUSZ Bus Transport

ITALY

ARAN - Agenzia per la Rappresentanza Negoziabile delle Pubbliche Amministrazioni
 CONF SERVIZI (Confederazione Italiana dei Servizi Pubblici Locali – Asstra – UTILITALIA)
 POSTE ITALIANE

MALTA

Malta's Employers' Association (MEA)

NORWAY

KS Bedrift – Association of Local and Regional Enterprises
 KS – Association of Local and Regional Authorities
 SPEKTER – Employers' Association
 KMD – Ministry of Local Government and Modernisation

PORTUGAL

Águas de Gaia, EM, SA
 AdP – Águas de Portugal, SGPS, SA
 APA – Administração do Porto de Aveiro, SA
 APL – Administração do Porto de Lisboa, SA
 APS – Administração dos Portos de Sines e do Algarve, SA
 Baía do Tejo, SA
 Banco BPI
 EEM – Empresa de Electricidade da Madeira, SA
 EMEL – Empresa Municipal de Mobilidade e Estacionamento de Lisboa, EM, SA
 GEBALIS – Gestão do Arrendamento Social em Bairros

Municipais de Lisboa, EM, SA
 IEFP - Instituto do Emprego e Formação Profissional, IP
 IMPIC - Instituto dos Mercados Públicos do Imobiliário e da Construção, IP
 INE - Instituto Nacional de Estatística, IP
 IP - Infraestruturas de Portugal, SA
 Metropolitano de Lisboa, EPE
 TAP - Air Portugal, SA
 TRANSTEJO - Transportes do Tejo, SA

SPAIN

CTM - Consorcio Regional de Transportes Públicos Regulares de Madrid
 PATRIMONIO - Dirección General Patrimonio del Estado
 FNMT - Fábrica Nacional de Moneda y Timbre, S.A.
 EUSKOTREN - Ferrocarriles Vascos, S.A.
 ILUNION
 ELIGE - Red de Empresas Locales de Interés General
 REE - Red Eléctrica de España, S.A.
 CORREOS - Sociedad Estatal Correos y Telégrafos, S.A.
 SEPI - Sociedad Estatal de Participaciones Industriales

SWEDEN

Arbetsgivaralliansen - Employers' Alliance
 FASTIGO - Employers' Association for the Property Sector
 KFO - Co-operative Employers' Association
 Sobona
 SAGE - Swedish Agency for Government Employers (Arbetsgivarverket)
 SALAR - Swedish Association of Local Authorities and Regions (Sveriges Kommuner och Landsting)

UNITED KINGDOM

Local Government Group
 The NHS Confederation
 National Association of Regional Employers (NARE):
 South East Employers
 London Councils
 East Midlands Councils
 East of England Local Government Association
 North West Employers Organisation
 North East Regional Employers
 Local Government Yorkshire Humber
 Northern Ireland Local Government Association
 Welsh Local Government Association
 Transport for London
 Scape System Builds Limited

SECTORAL MEMBERS

EBU - EUROPEAN BROADCASTING UNION

EFEE - EUROPEAN FEDERATION OF EDUCATION EMPLOYERS

HOSPEEM - EUROPEAN HOSPITAL AND HEALTHCARE EMPLOYERS ASSOCIATION

ASSOCIATED MEMBERS

FONDAZIONE RUBES TRIVA

TURKEY

BOTAS - Boru Hatları ile Petrol Tasıma A.S. - Petroleum Pipeline Corporation
 BUGSAS - Baskent Ulaşım ve Dogalgaz Hizmetleri Proje Taahhüt San.Tic. A.S. (Baskent Services of Communication & Natural Gas Projects Engagement Industry & Trade Incorporation)
 ÇAYKUR - Çay İşletmeleri Genel Müdürlüğü (General Directorate of Tea Enterprises)
 DHMI-Devlet Hava Meydanları İşletmesi (General Directorate of State Airports Authority)
 ESK-Et ve Süt Kurumu Genel Müdürlüğü (General Directorate of Meat and Milk Enterprises)
 ETİMADEN - Eti Maden İşletmeleri Genel Müdürlüğü (Eti Mining Enterprises)
 EÜAS - Elektrik Üretim A.S. (Electricity Manufacturing Incorporation)
 KIAS - Kömür İşletmeleri A.S. (Coal Enterprises Incorporation)
 MKEK - Makine ve Kimya Endüstrisi Kurumu (Mechanical & Chemical Industry Institution)
 PTT - Posta ve Telgraf Teskilatı Genel Müdürlüğü (General Directorate of Post and Telegraph Organization)
 TCDD - Türkiye Cumhuriyeti Devlet Demir Yolları (Turkish Republic State Railways)
 TEDAS - Türkiye Elektrik Dağıtım A.S. (Distribution of Turkish Electricity Incorporation)
 TEIAS - Türkiye Elektrik İletim A.S. (Conduction of Turkish Electricity Incorporation)
 TEMSAN - Türkiye Elektromekanik Sanayii A.S. (Turkish Electromechanics Industry Incorporation) -
 TIGEM - Tarım İşletmeleri Genel Müdürlüğü (General Directorate of Agricultural Enterprises)
 TKİ - Türkiye Kömür İşletmeleri (Turkish Coal Enterprises)
 TMO - Toprak Mahsulleri Ofisi (General Directorate of Soil Crop Office)
 TPAO-Türkiye Petrolleri Anonim Ortaklığı (Turkish Petroleum)
 TTK - Türkiye Tas kömürü Kurumu (Turkish Coal Institution)
 TÜDEMSAS - Türkiye Demiryolu Makinaları Sanayi A.S. (Turkish Railway Machines Industry Incorporation)

OPINIONS, RESPONSES TO CONSULTATIONS AND OTHER PAPERS

OPINIONS

- CEEP Opinion on the EU Multi-Annual Financial Framework (MFF) 2021-2027
- CEEP Opinion on the Proposal on Transparent and Predictable Working Conditions in the European Union Repealing Directive 91/553/EEC
- CEEP Opinion “Brexit, Trade and SGIs - Reflection on brexit and trade: possible options”

RESPONSE TO EUROPEAN COMMISSION’S CONSULTATIONS

- CEEP Response to the second stage consultation on access to social protection for all
- CEEP Response to the European Commission public consultation on EU SME definition
- CEEP Response to the European Commission public consultation on small-scale government subsidies
- CEEP Response to the European Commission public consultation on a strategic approach to pharmaceuticals in the environment
- CEEP Response to the European Commission public consultation on a long-term strategy for greenhouse gas emission reduction
- CEEP Response to the European Commission public consultation on the Common Agricultural Policy (CAP) Reform
- CEEP Response to the European Commission public consultation on the evaluation of the Urban Waste Water Treatment Directive

NOTES, COMMENTS AND STATEMENTS

- CEEP Amendments to the Single Market Information Tool
- CEEP Amendments on the Review of the Directive on the Re-Use of Public Sector Information
- CEEP Comments on the Impact assessment on the PSI Directive Review
- CEEP Feedback to the European Commission’s proposal for the Drinking Water Directive
- CEEP Key messages on the Commission Proposal for the Review of the Directive on the Re-Use of Public Sector Information
- CEEP Key messages and amendment to the Clean Vehicle Directive
- CEEP Key messages and amendments to the Drinking Water Directive review proposal
- CEEP Mandate for a EU Social Partners work programme 2019-2021
- CEEP One-pager Recommendations on Decentralisation, on Recharging Points, on the DSO Entity and on Network Codes
- CEEP Position paper on a Future European Labour Authority
- CEEP Position paper on PEPP
- CEEP Reaction on the Compromised Amendments on the Drinking Water Directive
- CEEP Recommendation on CEP Trilogue (Market Design, ACER)
- CEEP Statement on the Commission Proposal to amend Directive on the Charging of Heavy Goods Vehicles for the use of certain infrastructures (Eurovignette Directive)
- CEEP Statement on the European Commission’s Proposal on Access to the market for international coach and bus services (revision of regulation)

JOINT STATEMENTS AND REPORTS

- European Social Partners’ joint statement on the Multiannual Financial Framework
- Joint employers’ position on the 2019 Annual Growth Survey, published in October 2018 (with BusinessEurope and SMEunited)
- Joint Statement on improved transparency of interactions between the EU’s carbon market and climate and energy policies, with IETA, eurelectric, EFET
- Joint Statement on the Europe’s Decarbonisation Agenda and Policy Overlap Impacts on the EU ETS, with IETA and eurelectric
- Promoting Social Partnership in Employee Training – Final Report (with BusinessEurope, ETUC, SMEunited)
- Future ESF – Better Supporting Capacity Building of Social Partner Organisation – Final Report (with BusinessEurope, ETUC, SMEunited)

OTHER PUBLICATIONS

- CEEP Activity Report 2017
- CEEP Policy Kit – Bulgarian Presidency
- CEEP Policy Kit – Austrian Presidency
- Pulse of Public Services – Spring 2018
- Pulse of Public Services – Autumn 2018

PRESS RELEASES

11/12/2018

16 providers of public services and SGI awarded with the CEEP CSR Label in Stockholm

28/11/2018

CEEP Reacts to the European Commission's "A Clean Planet for All"

22/11/2018

EU Social Partners exchange views with Commission VP Maroš Šefčovič on long-term de-carbonization

14/11/2018

CEEP Comments the Position adopted by the European Parliament on the Multiannual Financial Framework

05/11/2018

MEDPOL: Digitalisation as a Key to Anchor Economic Growth and Modernise Public Services

16/10/2018

TSS: CEEP President Katherina Reiche Highlights Priorities for Employers and Providers of Public Services and SGIs

12/09/2018

Political, Pragmatic, Prospective: CEEP Welcomes Juncker's Last State of the European Union

03/09/2018

CEEP Meets with Miguel Arias Cañete, Commissioner for Climate Action & Energy, on the Clean Energy Package

19/07/2018

CEEP on the Challenges and Opportunities of Digitalized Labour Markets at the Informal ESPCO

09/07/2018

CEEP Meets with European Commission Vice-President Andrus Ansip

01/06/2018

Valeria Ronzitti re-elected unanimously as General Secretary

02/05/2018

The Commission's Pragmatic Approach for the MFF Must Include a Strong Cohesion Policy

26/04/2018

European Commission Proposal for a Review of the PSI Directive Risks Hindering Innovation and Investments in Public Services

10/04/2018

European Commission VP Maroš Šefčovič welcomes Social Partners on the 3rd Mobility Package

23/03/2018

CEEP Joins Forces with European Committee of the Regions by Signing up to the #CohesionAlliance

21/03/2018

CEEP Addresses the Pillar of Social Rights at the Tripartite Social Summit

14/03/2018

CEEP Comments on the Social Fairness Package

19/02/2018

CEEP at the Macro-Economic Dialogue

01/02/2018

Launch of the CEEP CSR Label 2018

23/01/2018

A Good Day for Social Infrastructures in Europe

GENERAL SECRETARIAT (AS OF MARCH 2019)

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