

WHY EUROPE NEEDS PUBLIC SERVICES



RESHAPING THE FUTURE

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A SHIFT OF PARADIGM FOR PUBLIC SERVICES



Hans-Joachim RECK,
President



Valeria RONZITTI,
General Secretary

Dear colleagues, Dear friends,

In 2013, public services in Europe were questioned, with financial cuts being operated in a difficult financial, economic and social context.

In order to find innovative solutions, CEEP organised in June the first ever Public Services Summit (PSS). It was more than necessary to hold that Summit in 2013. During these difficult economic times, there is a critical need for what public services' employers and providers advocate: high-quality, accessible and sustainable public services.

The crisis we continued to face in 2013 put many public services under strong pressure: providers need to deliver the same level and quality of service as before, but with fewer resources. Those new constraints were particularly damaging for public services' providers at a time when European societies are facing new challenges. We can mention the rising expectations and the growing needs due to an ageing population, the privatisation and liberalisation processes removing borders between public and private sectors, the development of new technologies creating new demands on public services, the damaging short-termism in the financial investment sector and legislation not always adapted to the needs of public services.

The Summit CEEP organised contributed to finding solutions to those challenges by fostering exchange of views and political discussions between public services' providers and employers, social partners at all levels and European and national policy makers.

One of the key conclusions of this PSS was that a shift in paradigm is needed to achieve inclusive and sustainable growth. The economic and social upheavals taking place over these past few years are the focus of ongoing discussions among EU and national leaders.

But those discussions are not reaching any results: there is a lack of ambition in the measures and actions coming out of these discussions. As the backbone of the European Social Model, CEEP members have a crucial role in finding the new balance between economic and social values.

The shift in paradigm should start by thinking "outside of the box" when it comes to promoting long-term investment and secure financing of public services.

CEEP also intends to put citizens and sustainability at the centre of our concerns. More than ever, providers of public services need to do "better with less" and, at the same time, to adapt the services to current and future citizens' needs. In order to tackle those two constraints, we need to find new approaches to ensure accessibility and quality when developing more effective and efficient services.

We intend to make the Public Services Summit become a point of reference for discussing the future of SGIs in Europe and we are looking forward to welcome the widest possible number and type of stakeholders, being them representing public services or the private sector that can only develop thanks to strong public services infrastructures, at the next PSS in 2015.

Five reasons why Europe needs public services

- They provide the physical and social infrastructure of Europe.
- They give Europe a competitive advantage.
- They contribute to Europe's diversity.
- They are a stabilising force for Europe.
- They are accountable to European citizens.

Five ways public services are reshaping the future

- They are adapting to the economic crisis.
- They are modernising to respond to changing needs and pressures.
- they help tap the employment potential.
- They are creating new models of social dialogue.
- They are contributing to a sustainable future.

Five demands for the future

- Ensure continuous accessible funding.
- Adopt long-term when planning for the future.
- Put sustainability first.
- Support innovation, research and education.
- Provide legal certainty to essential services and respect subsidiarity principles.

WHAT IS CEEP?

CEEP, the European Centre of Employers and Enterprises providing Public Services, established in Brussels since 1961, represents employers and enterprises providing Services of General Interest in such vital sectors as Transport, Energy, Water, Environment, Housing, Hospitals, Education and Training, Postal Services, Communications, Central and Local Administrations etc.

We believe that modern Public Services, or Services of General Interest (SGIs), serve the fundamental goals of the EU, its Member States and its regions, supporting business, social and territorial cohesion, economic and social solidarity and a better quality of life for all citizens.

We strive to ensure that SGIs play a key role in contributing to and encouraging the integration of the EU Member States into a common economic area in a manner supportive of the internal market concept,

while at the same time ensuring the widest possible choice to local and regional democratic institutions as to how Public Services are delivered.

As one of the three recognised European general cross-sectoral Social Partners, we believe that employer consultations as well as social dialogue are essential to promote the Lisbon Treaty's targets for innovation and growth. In order to help our members achieve these goals, we focus on the European Employment Strategy (EES), promoting adaptability to change, addressing regional disparities and helping build partnerships at regional and local levels.

We support sustainable development and call for social and environmental criteria to be considered in all decisions implementing EU policies such as transport, energy, water supply, waste disposal and telecommunications.



Hans-Joachim RECK and José Manuel DURÃO BARROSO



Valeria RONZITTI and Herman VAN ROMPUY

A YEAR IN REVIEW

The year 2013 was characterized by several achievements for CEEP.

Here we will mention the main ones, therefore this is not an exhaustive list. None of those achievements would have been reached without the strong and direct commitment of CEEP members either in lobby or social dialogue activities. A good example of a solid and united “CEEP community”!

THE PUBLIC PROCUREMENT PACKAGE

One of the main achievements for CEEP was the result of a long lasting lobby action concerning the **Public Procurement Package**. In this respect, there are certainly two results, common both to the Public procurement and the concession which that represents a stepping stone:

The clear recognition in secondary law of the freedom of organisation of public authorities when providing public services

CEEP strongly lobbied for the addition, at the beginning of the two proposals, of a provision reminding that those pieces of legislation do not interfere with the provisions of the Treaties regarding the freedom of authorities when organising the provision of SGIs.

Indeed, it was essential to mirror the new provisions brought by the Lisbon Treaty (article 14, Protocol 26) recognising that authorities have at their disposal a tool box for the provision of public services, in the three directives.

At the end, in all proposals, provisions stating that the Directive does not affect the freedom of authorities have been included. The Public Procurement Directive even clearly refers, in its Article 1, to article 14 TFUE and Protocol 26.

More generally, the debates have encouraged the European Commission to more systematically recall the Treaty principles in its initiatives impacting services of general economic interest at European level.

Setting an adequate framework for the in-house provision of public services

This has been the number 1 priority of CEEP, both on the public procurement and concessions dossier, with the aim of ensuring that the proposal for a positive definition of in-house and public-public cooperation in the public procurement directives is maintained and of ensuring that this definition is adequate and responds to the need from the field, notably by allowing private participation in the controlled entities.

CEEP realised several important achievements on this issue:

- Despite opposition to the clear recognition of public-public cooperation in the EU secondary law, the European Parliament and the Council recognised it and maintained it in the final texts;
- Although we did not find full support for our position, based on the Regulation 1370/2007 that allows any private participation, the co-legislators did not formally close the door to private participation in the in-house entity. This can be seen as a first move from a strict application of the ECJ case law;
- The co-legislators also lowered the average turnover carried for the controlling authority from 90% to 80%;
- The final texts also provide for more adequate provisions regarding public-public cooperation (horizontal), with no reference to a “joint” mission or any transfer of power.

More specifically for the **Public Procurement Directives**, we achieved major results in:

Ensuring equal treatment of providers

From the very beginning, CEEP has voiced that the modernisation of EU public procurement rules should be the opportunity to acknowledge the evolutions of markets and ensure a level playing field between all operators, whether publicly or privately owned. CEEP supported the proposal of the European Parliament to exclude from the Directives operators, whatever their ownership, when their exclusive of special rights

have been granted through a public and transparent procedure. This guarantees the equal treatment between public and private companies which have been granted a tendered special or exclusive right and ensures the coherence with several principles laid in the TFEU such as the principles of non-discrimination, impartiality and neutrality vis-à-vis the system of property ownership.

Designing adequate rules for modifications of contracts

The European Commission proposal suggested very restrictive rules for the modification of contracts as in the proposal on the award of concession contracts. This would have obliged providers to re-tender should any need for a modification of an on-going contract appear.

CEEP asked for lighter provision, notably regarding the definition of a substantial modification of a contract (which requested a new tendering). In general, the provisions on modification of contracts have been clarified and simplified. In particular, thresholds defining if a modification is seen as substantial (and therefore need to be re-tendered) have been increased (from 5% to 10% for services and 15% for works).

Re-thinking the special regime for social and health services

The European Commission, in its proposals, questioned the previous distinction between A/B Services, which only imposed to services listed in annex IIB (2004/18/EC) and annex XVIIIB (2004/17/EC) requirements regarding technical specifications and the publication of the awarding notice. If it could be legitimate to revise the content of the B list (services which have a limited cross-border dimension), the new regime suggested by the European Commission neither simplified nor flexibilised public procurement for this type of service.

CEEP suggested a simple alternative, based on a unique article, and that did not go beyond the current regime for B services - which had shown its value. An alternative to this first proposal could have been to substantially increase the thresholds applied to this category of services.

Besides, CEEP was of the opinion that some services then excluded by the EC from this “light” regime could have been re-integrated, as for example legal services.

Finally, during the negotiations, CEEP obtained that legal services are re-excluded from the scope of the Directives. The final compromise maintains a “special regime” for the social services. Contracting authorities have now to publish a contract notice or a prior information notice and shall make known the results of the procurement procedures by means of contract award notices, possibly by grouping them and publishing them on a quarterly basis.

Fostering a voluntary use of social and environmental criteria in public procurement

In its capacity of social partner and representative of members committed to corporate social responsibility, CEEP welcomed the possibility to broaden awarding criteria to other considerations than the lowest price. Nevertheless, it was also of primary importance that these proposals remain flexible and on a voluntary basis in order to ensure that the contracting authority can best meet its own needs. CEEP called the European Parliament and the Council to keep this line and avoid any mandatory use of environmental and social criteria in tendering procedures.

Furthermore, CEEP very much supported the development on the use of labels or equivalents in award procedures, echoing its members’ commitment to develop the CEEP-CSR Label rewarding good practices of public services providers.

More complex and controversial was the lobby on the **award of concessions contracts**. Ahead of the publication of the proposal by the European Commission in December 2011 CEEP had already experienced years of heated debates with DG MARKT about the opportunity or not to have such rules at European level. When the European Commission published a very dense and exhaustive text, very far from the light-touch approach presented by Commissionaire Barnier, CEEP expressed doubts about the added value of the proposal, but decided however to adopt a pragmatic approach by trying to ensure, through constant and sharp lobby action, the best possible final result for public services providers. In this context, some major improvements need to be highlighted compared to the initial EC proposal and based on CEEP key priorities:

Enabling an adequate choice of the external provider: more flexibility in award criteria

CEEP asked for the possibility for authorities to conduct a global analysis of tenders. Any mandatory weighting of awarding criteria needed to be removed from the proposal since this provision would have limited a priori the choice of authorities.

One of the major outcomes of our work is the simplification and flexibilisation of provisions on award criteria, now mentioning a “listing in descending order of importance” of those criteria rather than the initial “weighting”. This should give authorities more room for manoeuvre to select their partner and support innovation.

Enabling the modification of contracts

Concession contracts are very complex and need flexibility to fully meet their objectives. CEEP opposed the very restrictive rules for the modification of contracts as in the public procurement dossier and asked for lighter provision, notably regarding the definition of a substantial modification of a contract (which requests a new tendering).

The article has been reformulated in the last compromise, in order to clarify the condition for a modification of a contract without tendering. In particular, thresholds defining if a modification is seen as substantial (and therefore need to be re-tendered) have been increased (from 5% to 10% for services contracts and 15% for work contracts).

THE LOCAL PUBLIC SERVICES ENTERPRISES CONFERENCE IN PARIS

The 16,000 European Local Public Services Enterprises all share one ambition: effective economic performance aimed at serving local communities. Combining private corporate governance with the values of general interest is our day-to-day task and part of our DNA. We believe this can contribute to modernising local public action and fostering social cohesion and economic development. We also believe this is likely to inspire the EU2020 strategic vision in respecting local diversity and providing public services relying on business principles.

The current affairs show us how some events can mark history. For Local Public Enterprises, the event of 29 and 30 October was a double premiere. It was indeed the first time that the Annual CEEP Local Public Enterprises Conference was hosted by the Congress of the French Federation of Local Public Services Enterprises (FedEpl) and also the first time this event took place in Paris-La Défense. The Europe of Local Public Enterprises is now on the move and this joint event was, if not its founding act, at least an accelerator of its development. The European dimension was of course at the heart of our reflections and exchanges. 16,000 Local Public Services Enterprises share common values and principles.

Those enterprises are the key actors of the action of local authorities in their territories, the engine of development and investment, stimulating local employment. In accor-



Cutting of the ribbon of the Local Public Services Entreprises Conference

dance with their common credo – Serving the Public – they match the assets of the private sector and the public values, carrying in their genes the founding principles of sustainable development. The Europe of Local Public Enterprises we are building stone by stone is also, without being dogmatic, the Europe of territories. It is a Europe which carries a common energy at Member State’s level, at the same time responding to the expectations and local specificities, bearing in mind the need for diversity and proximity. This unique ambition of business excellence in serving society is Local Public Enterprises’ contribution to local public action throughout the European Union.

This event was the demonstration of Local Public Enterprises’ ambition for the European Union!

THE FRAMEWORK OF ACTIONS ON YOUTH EMPLOYMENT

To negotiate this Framework of Actions was the first priority of the European Social Dialogue Work Programme for 2012-2014. With it, the European social partners aim to promote solutions to reduce youth unemployment. They call on national social partners, public authorities and other stakeholders to act together and achieve concrete progress in favour of youth employment.

This Framework of Actions is based on existing and new practices linked to the four priorities :

1. Learning,
2. Transition,
3. Employment
4. Entrepreneurship in its broad sense, including social entrepreneurship.

Aware of the specific challenges encountered by many employers in public services to attract young people, CEEP decided to support the negotiations of the Framework of Actions with additional work. In this context, we conducted a specific project

together with ETUC on the very issue of fostering youth employment in public services.

On this pressing issue, CEEP and ETUC identified four key challenges:

- Addressing the issue of an ageing workforce.
- Decreasing public budgets.
- Addressing skills mismatches among potential public services' employees.
- Increasing the attractiveness of public services for young people.

And elaborated four key recommendations to help unleash the youth potential in public services:

- Investing in education systems to improve the skills match.
- Promoting the attractiveness and the quality of employment in public services.
- Learning from each other by exchanging information across Europe.
- Taping the youth employment potential in light of an ageing workforce.

THE SYMPOSIUM ON ACQUIS +

CEEP Symposium on Acquis+ was the closing event of a long-term analysis we have conducted on the European Legal Framework impacting the provision of Services of General Interest (SGIs). This work is of great importance for both providers of SGI and institutions, as it gives a clear picture of the existing legal framework and analyses the discrepancy that today sometime remains between the new provisions of the Lisbon Treaty and the existing EU secondary Law and Case Law.

Observing the related damages, CEEP formulated on the basis of this work some key recommendations to bring the Treaty to life and release the potential of SGIs to achieve EU social, economic and environmental objectives. Those recommendations are embedded in a Manifesto, based on four proposals to reconnect the EU secondary law with the Treaty:

Guaranteeing the principle of subsidiarity and equal treatment between all modes of provision of services of general interest

The modalities of the shared competence between the EU and its Member States that are subject of the principle of subsidiarity have to be clarified. Therefore, it is necessary:

- To guarantee the principles of Article 4 TEU and Protocol No. 26 regarding “the essential role and the wide discretion of national, regional and local authorities in providing, commissioning and organising services of general economic interest as closely as possible to the needs of the users”; procedures should be developed to ensure the appropriate implementation of these provisions in secondary legislation, and consultation processes should be improved and developed;
- To not consider the “in-house” provision of services of general economic interest and cooperation between public authorities as “exceptions” to the rule anymore but as legitimate modes of management. This requires securing a workable definition based on clear and simple criteria in the EU secondary law.

Reinforcing the “economic and financial conditions” which enable services of general economic interest to fulfil their missions

Compensations of public service obligations are still subject of state aid regime when these are only compensations of additional costs incurred by

their particular missions and this does not distort competition. The concept of “economic and financial conditions” stated by the Treaty needs to be clarified.

Further, following article 14 TFEU, it needs to be clearly recognised that the ordinary legislative procedure is the most legitimate procedure admitted when elaborating EU rules impacting SGIs.

Clarifying the EU’s policy objectives and approach with regard to public-private cooperation

The Commission’s policy with regard to cooperation between public and private sectors is contradictory, as it is proposing rules that do not suit, but rather give incen-

tives for public authorities to choose one or the other: public or private. We call for a coherent approach regarding public and private providers of SGIs going beyond outdated oppositions.

Guaranteeing the respect of all the Treaty’s principles in all the activities of the European legislator, including its negotiations with third countries

As its guardian, the European Commission shall ensure the proper implementation of the Treaty also when negotiating and exchanging with non-EU partners. Therefore we call for transparency in those processes and the participation of the European Parliament.

CEEP’s PROJECTS

2013 was an important year for the European projects managed by CEEP. Since a few years, projects have become an important tool to gain knowledge on Public Services and develop our activities.

- Mapping evolutions of public services in Europe.
- Pulse of Public Services.
- Matching education with the needs of public services on the labour market.
- CEEP-CSR Label .
- Fostering Youth employment in public services.

Mapping evolutions of public services in Europe

The first “Mapping” project was useful to create a methodology to collect key statistical information on public services in Europe. The second was essential to collect even more information on what public services are in Europe, by Member State and by sector.

Thanks to this project, we expanded our knowledge-based activities. Here below some outcomes of the study:

- Public services employ close to 30% of the European workforce and contribute by more than 26,7% to the European economy;
- With more than 501bn € invested in the economy in 2010, they contribute substantially to our well being;
- Unlike other sectors of the economy, the share of employment remained stable in public services from 2006 to 2010;
- A little less than half of those employed in public services had attained tertiary level education compared to 31% in the broader economy;
- Half of public services’ employees work for SMEs (compared to 32% of the total economy).



Final event of the Youth Conference

- A clear majority (around 58%) of public services' employees are women. Nevertheless, there is a great disparity between sectors. In network services there are around five times more men than women. The figures are almost the opposite in education of health care.
- Ageing of the workforce is definitely a key issue in public services.

All these outcomes can be found in a snapshot by sector, by Member State, and aggregated at EU level on the following website: www.mappingpublicservices.eu.

The outcomes are also in the report: "Mapping evolutions in Public Services in Europe: towards increased knowledge of industrial relations".

Pulse of Public Services

Released for the first time in Spring 2013, the Pulse of Public Services is the first ever Barometer for leaders of public services. Based on a bi-annual survey, this pulse is useful to present the views on current and future evolutions of public services and present the challenges lying ahead for them.

Outcomes of the pulse are available on our website: www.ceep.eu.

Fostering Youth employment in Public Services

With the results presented in April 2014, this project was new and innovative for CEEP. Indeed, it was the first time that CEEP studied the situation of youth in public services and discussed potential means to tackle the high unemployment level in Europe.

Started at the same time as the negotiation on a Framework of Action on youth employment, this project was useful to provide key data and information on youth employment in our sectors and to provide examples on how some providers are pro-actively tackling this issue.

All outcomes can be seen on the CEEP website.

Matching education with the needs of Public Services on the labour market

This new project with the aim to tackle the skills mismatch in public services started early 2013 (and ended in January 2014) with the aim to better identify the skills mismatches in public services and present some practices to better draw links between education and public services' providers.

In 2013, we managed two meetings (one in Amsterdam and the other in Ireland) that aimed to 1) collect experiences on how to better bridge the gap between education providers and public services and 2) to discuss future skill needs in public services. The outcomes were presented in January 2014 and are available on our website: www.ceep.eu.

CEEP-CSR Label

Since its creation in 2008, this successful label was awarded to more than 90 successful enterprises in Europe. The new 2014 awarding process started in 2013 with two new key elements:

- A higher scope for public procurement. Indeed, with the newly agreed directive on public procurement, labels have gained importance for tendering procedures. An important work has been done to make our label better meet the requirement of the directive.
- Relaunch of the label with a simplified process. Without losing the quality of the label, we have mainstreamed the documents needed to apply for the label.



Final conference of the Matching education programme

THE PUBLIC SERVICES SUMMIT, IN PICTURES



Brian HAYES, Irish Minister of State with special responsibility for Public Service Reform



Hans-Joachim RECK, President of CEEP



Antonina CIPOLLONE, Member of Unit Internal Market and Sustainability, Secretariat-General of the European Commission



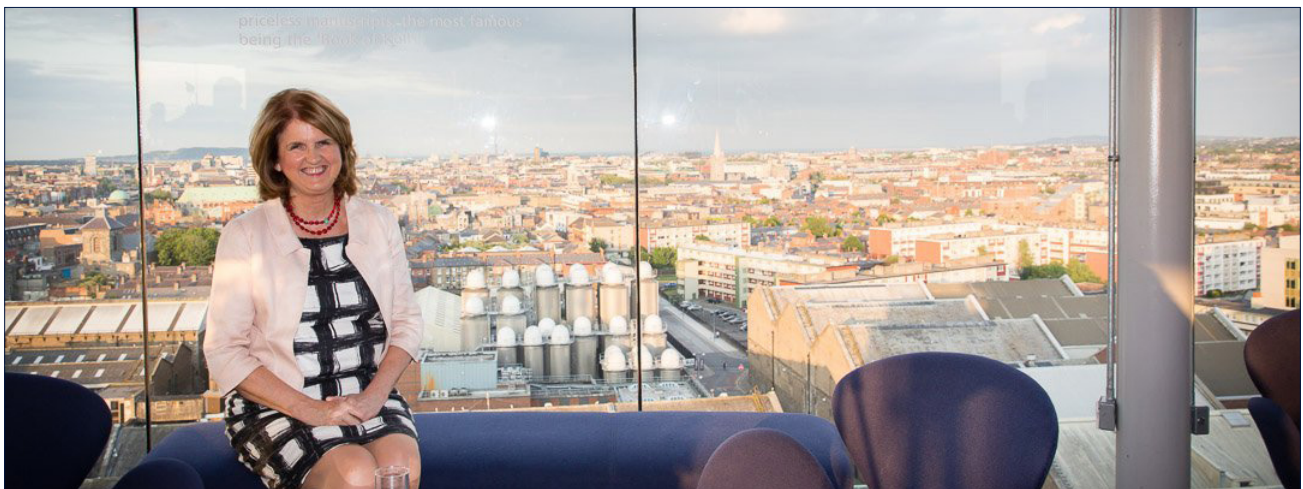
Hannes SWOBODA, President of the group of the Progressive Alliance of Socialists and Democrats at the European Parliament



Patrick ITSCHERT, General Secretary of ETUC



Valeria RONZITTI, General Secretary of CEEP



Joan BURTON, Irish Minister for Social Protection

PUBLIC SERVICES BOARD

CHAIR (since 12/2013)

Thierry DURNERIN

POLICY FOCUS

- Revision of EU public procurement rules.
- Legislative proposal on service concessions.

KEY ACHIEVEMENTS

- Strengthening of CEEP exchanges and work with the Cabinet of Commissioner Barnier and DG Markt, both on the public procurement and concession issues.
- Development and deepening of CEEP contacts in the European Parliament, especially with the Rapporteurs on the concession proposal and on the modernisation of EU public procurement rules, MEP P. Juvin and MEP M. Tarabella and with the Chair of the IMCO Committee MEP M. Harbour.
- Good dissemination of CEEP proposals of amendments to the proposals on public procurement and on concessions, especially in the Trilogue phase.
- The final Public Procurement Package has been considerably improved, CEEP main demands have been mirrored in the final compromises.
- Joint press release of the PSEF - 'Re-building confidence in Europe requires sound public services'.

CONSULTATIONS CONTRIBUTION

- CEEP set of amendments on the EC proposals for the modernisation of EU public procurement rules (both Directive on public procurement and Directive on utilities) communicated to the co-legislator.
- CEEP set of amendments on the EC proposal for a Directive on the award of concession contracts communicated to the co-legislator.
- CEEP "red lines" disseminated ahead of final compromises by the Trilogue.

REPRESENTATION/EVENTS

- Meeting with Commissioner Barnier on the revision of public procurement and concessions rules.
- Meetings and regular exchanges with the Rapporteur M. Tarabella on the proposals on public procurement.
- Constant contacts with DG Markt Unit in charge of the concession dossier.
- Meetings and regular exchanges with the Rapporteur P. Juvin on the proposal on concessions.
- Regular contacts with representatives of Member States to influence the Trilogues on the Public Procurement Package.
- CEEP in the panel of the Seminar of AFCCRE on the future of public services in Europe.

MEMBER ENTREPRISES (as of May 2014)

ACEA SPA

AdP - Águas de Portugal, Sgps, SA

AFD - Agence Française de Développement

AFTRP - Agence foncière et technique de la région parisienne

ANROC - Association nationale des régies de services publics et des organismes constitués par les collectivités locales ou avec leur participation

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

BRGM - Bureau des recherches géologiques et minières

BSR - Berliner Stadtreinigungsbetriebe, AöR

BVÖD - Bundesverband Öffentliche Dienstleistungen

CDC - Caisse des dépôts et consignations

CEEP Portugal

Cispel Toscana CONFSEVIZI

Companhia Carris de Ferro de Lisboa, SA

CONFSEVIZI - Confederazione Italiana dei Servizi Pubblici Locali-Asstra - Federambiente-Federutility

DB Regio AG, Sparte Bus

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
EEAFM - EEA Fund Management Limited
EEM - Empresa de Electricidade da Madeira, SA
EFEE - European Federation of Education Employers
EFM - Empresa Funeraria Municipal SA
ELIGE - Red de Empresas Locales de Interés General
EMASESA - Empresa Metropolitana de Abastecimiento y Saneamiento de Aguas de Sevilla S.A.
EP - Estradas de Portugal, E.P.E.
EPF NPDC - Etablissement publique foncier du Nord Pas-de-Calais
Erftverband Bergheim
FAD - The State Employers' Organisation
FedEPL - Fédération des entreprises publiques locales
FEDERAMBIENTE
FEDERCULTURE - Federazione delle Aziende e degli Enti di gestione di cultura, turismo, sport e tempo libero
FEGAPEI - Fédération nationale des associations gestionnaires au service des personnes handicapées
FNCCR - Fédération nationale des collectivités concédantes et des régies
Fraport AG
GdW Bundesverband deutscher Wohnungs- und Immobilienunternehmen e.V.
GEBALIS - Gestão dos Bairros Municipais de Lisboa, EEM
GRDF - Gaz Réseau Distribution France
ICO - Instituto de Crédito Oficial
IEFP - Instituto do Emprego e Formação Profissional, IP
INCI - Instituto da Construção e do Imobiliário, IP
INCM - Imprensa Nacional - Casa da Moeda, SA
INE - Instituto Nacional de Estatística, IP
INTER REGIES
KFS - Swedish Organisation for Local Enterprises
KL - Local Government Denmark
KPMG Prüfungs- und Beratungsgesellschaft für den Öffentlichen Sektor AG
KS Bedrift
KT - Local Government Employers
KVVKS - Kasseler Verkehrs- und Versorgungs-GmbH
LFDJ - La Française des Jeux
Liga Ciudadina
LogiRep/PolyLogis
LVB - Leipziger Verkehrsbetriebe GmbH
Mainova AG
Metropolitano de Lisboa, EPE
MONTEPIO GERAL
Nantes Métropole Aménagement
NARE - National Association of Regional Employers

NHS Confederation
Österreichischer Gemeindebund
Rheinbahn AG
SALAR - Swedish Assoc. of Local Authorities and Regions
SEMAVIP - Sem d'aménagement de la ville de Paris
SEMERAP - Société d'Economie Mixte 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
SEMLEMANS
SEMTRAM
SEMVR - SEM Ville Renouvelée
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
SNCB/NMBS - Société Nationale des Chemins de Fer Belges/Nationale Maatschappij der Belgische Spoorwegen
SNCF - Société nationale des chemins de fer français
SOGARIS
SPRILUR
Stadtwerke Köln GmbH
Stadtwerke Mainz AG
Stadtwerke Nordhausen - Holding für Versorgung und Verkehr GmbH
STRATOSZ - National Association of Strategic and Public Utility Companies
SUEWAG
SWL - Stadtwerke Leipzig GmbH
SWT - Stadtwerke Trier AöR
TAP - Air Portugal, SA
TFL - Transport for London
Thüga-Aktiengesellschaft
TRANSTEJO - Transportes do Tejo, SA
uestra Hannoversche Verkehrsbetriebe AG
Union Habitat
UNISOC - Union des Entreprises à Profit Social
UPFP - Union des Professionnels du Pôle Funéraire Public
UVCW - Union des Villes et Communes de Wallonie
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
ZPGO - Związek Pracodawców Gospodarki Odpadami

ENTREPRISES, INTERNAL MARKET & COMPETITION

CHAIR

Juan Pedro MARIN ARRESE

VICE-CHAIR (until 05/2013)

Peter PEX

GENERAL RAPPOREUR

Rosario ESCOLAR POLO

POLICY FOCUS

- Revision of EU state aid rules.
- Single Market Month 2013.
- State-owned enterprises (as part of the work programme of the Lithuanian Presidency).

KEY ACHIEVEMENTS

- CEEP was identified as one of the Single Market Partners involved in the preparatory discussions on the Single Market Month 2013.
- The debate on state-owned enterprises initially planned by the Lithuanian Presidency has been postponed.

OPINIONS

- CEEP Opinion on the proposal for a Commission

Regulation by declaring certain categories of aid compatible with the internal market in application of articles 107 and 108 of the Treaty.

REPRESENTATION/EVENTS

- Meetings of the Public Services Intergroup of the European Parliament.
- Meeting with Lithuanian Presidency on State-owned Enterprises.
- Hearing of representatives of DG Taxud of the European Commission on the reform of VAT rules for public bodies and activities of general interest.
- CEEP in the panel of the debate and launch of Karin Svanborg-Sjövall's book 'Private Choice in the Public Sector'.

MEMBER ENTREPRISES (as of May 2014)

ACEA SPA

AdP - Aguas de Portugal, Sgps, SA

AFTRP - Agence foncière et technique de la région parisienne

ANROC - Association nationale des régies de services publics et des organismes constitués par les collectivités locales ou avec leur participation

AöW - Allianz der öffentlichen Wasserwirtschaft, e.V.

Banco BPI, SA

BBVL - Beratungsgesellschaft für Beteiligungsverwaltung Leipzig GmbH

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

BICA - Bulgarian Industrial Capital Association

BRGM - Bureau des recherches géologiques et minières

BSR - Berliner Stadtreinigungsbetriebe, AöR

BVÖD - Bundesverband Öffentliche Dienstleistungen

CDC - Caisse des dépôts et consignations

Companhia Carris de Ferro de Lisboa, SA

Cispel Toscana CONFSEVIZI

CONFSEVIZI - Confederazione Italiana dei Servizi Pubblici Locali-Asstra - Federambiente-Federutility

DB Regio AG, Sparte Bus

Deutscher Landkreistag

DSTGB - Deutscher Städte- und Gemeindebund

DUO - Dienst Uitvoering Onderwijs

DVV - Stadtwerke Duisburg AG

EDF - Electricité de France

EEAFM - EEA Fund Management Limited

EFEE - European Federation of Education Employers

EP - Estradas de Portugal, E.P.E.

FAD - The State Employers' Organisation

FedEPL - Fédération des entreprises publiques locales

FEGAPEI - Fédération nationale des associations gestionnaires au service des personnes handicapées

FNCCR - Fédération nationale des collectivités concédantes et des régies

Fraport AG

GdW Bundesverband deutscher Wohnungs- und Immobilienunternehmen e.V.

GEBALIS - Gestão dos Bairros Municipais de Lisboa, EEM

ICO - Instituto de Crédito Oficial

IEFP - Instituto do Emprego e Formação Profissional, IP

INCI - Instituto da Construção e do Imobiliário, IP

INCM - Imprensa Nacional - Casa da Moeda, SA

INE - Instituto Nacional de Estadística, IP
KPMG Prüfungs- und Beratungsgesellschaft für den Öffentlichen Sektor AG
KS Bedrift
KVVKS - Kasseler Verkehrs- und Versorgungs-GmbH
LFDJ - La Française des Jeux
LogiRep/PolyLogis
LVB - Leipziger Verkehrsbetriebe GmbH
MONTEPIO GERAL
NHS Confederation
ELIGE - Red de Empresas Locales de Interés General
SEPI - Sociedad Estatal de Participaciones Industriales
SALAR - Swedish Assoc. of Local Authorities and Regions
SNCF - Société nationale des chemins de fer français
Stadtwerke Köln GmbH
Stadtwerke Nordhausen - Holding für Versorgung

und Verkehr GmbH
STRATOSZ - National Association of Strategic and Public Utility Companies
SUEWAG
SWL - Stadtwerke Leipzig GmbH
TRANSTEJO - Transportes do Tejo, SA
uestra Hannoversche Verkehrsbetriebe AG
Union Habitat
UNISOC - Union des Entreprises à Profit Social
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

LOCAL ENTREPRISES

CHAIR (until 12/2013)

Thierry DURNERIN

CHAIR (since 12/2013)

Gaia CHECCUCCI

VICE-CHAIR

Jesus MAZA BURGOS

POLICY FOCUS

- (Institutionalised) Public Private Partnerships.
- CEEP-CSR Label.
- Local Enterprises Barometer 2014.

KEY ACHIEVEMENTS

- A successful annual European conference of local public services enterprises, organised for the first time with the French Federation of Local enterprises (FedEpl).
- A first edition of the Local Enterprises Barometer 2014.

REPRESENTATIONS / EVENTS

- 16th CEEP Conference of Local Public Enterprises in Paris, jointly organised with the Annual Congress of the French Federation of Local Enterprises (FedEpl).
- CEEP invited in CEMR debate on “European local and regional authorities in public-public and public-private partnership”.
- Meetings of the Public Services Intergroup of the European Parliament.
- CEEP invited as expert in the CCIC project to present local public services enterprises in Europe.

MEMBER ENTREPRISES (as of May 2014)

ACEA SPA

AdP - Águas de Portugal, Sgps, SA

AFD - Agence Française de Développement

ANROC - Association nationale des régies de services publics et des organismes constitués par les collectivités locales ou avec leur participation

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

BRGM - Bureau des recherches géologiques et minières

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BVÖD - Bundesverband Öffentliche Dienstleistungen

CDC - Caisse des dépôts et consignations

Companhia Carris de Ferro de Lisboa, SA

CEEP Portugal

Cispel Toscana CONFSEVIZI

CONFSEVIZI - Confederazione Italiana dei Servizi Pubblici Locali-Asstra - Federambiente-Federutility

DB Regio AG, Sparte Bus

Deutscher Landkreistag

DSTGB - Deutscher Städte- und Gemeindebund

DVV - Stadtwerke Duisburg AG

EEM - Empresa de Electricidade da Madeira, SA

EFM - Empresa Funeraria Municipal SA

ELIGE - Red de Empresas Locales de Interés General

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

EP - Estradas de Portugal, E.P.E.

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

FAD - The State Employers' Organisation

FedEPL - Fédération des entreprises publiques locales

FEDERAMBIENTE

FEDERCULTURE - Federazione delle Aziende e degli Enti di gestione di cultura, turismo, sport e tempo libero

FEGAPEI - Fédération nationale des associations gestionnaires au service des personnes handicapées

FNCCR - Fédération nationale des collectivités concédantes et des régions

GdW Bundesverband deutscher Wohnungs- und Immobilienunternehmen e.V.

GEBALIS - Gestão dos Bairros Municipais de Lisboa, EEM

SPRILUR

IEFP - Instituto do Emprego e Formação Profissional, IP

INE - Instituto Nacional de Estatística, IP

INTER REGIES

KFS - Swedish Organisation for Local Enterprises

KS Bedrift

Liga Citadina

LogiRep/PolyLogis

Mainova AG

Metropolitano de Lisboa, EPE

MONTEPIO GERAL

NARE - National Association of Regional Employers

NHS Confederation

SEMAVIP - Sem d'aménagement de la ville de Paris

SEMERAP - Société d'Economie Mixte 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

SEMLEMANS

SEMTRAM

SEMVR - SEM Ville Renouvelée

SENWTF - Senatsverwaltung für Wirtschaft, Technologie und Frauen

SERL - Société d'équipement du Rhône et de Lyon

SIDR - Société immobilière du département de la Réunion

SALAR - Swedish Assoc. of Local Authorities and Regions

SOGARIS

Stadtwerke Köln GmbH

Stadtwerke Mainz AG

Stadtwerke Nordhausen - Holding für Versorgung und Verkehr GmbH

SWT - Stadtwerke Trier

Thüga-Aktiengesellschaft

TRANSTEJO - Transportes do Tejo, SA

Union Habitat

UNISOC - Union des Entreprises à Profit Social

UPFP - Union des Professionnels du Pôle Funéraire Public

UVCW - Union des Villes et Communes de Wallonie

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.

VÖWG - Verband der Öffentlichen Wirtschaft und Gemeinwirtschaft Österreichs

WIBERA Wirtschaftsberatung AG

ZPGO - Związek Pracodawców Gospodarki Odpadami

SERVICES OF GENERAL INTERESTS & STATISTICS

CHAIR

Rainer PLASSMANN

VICE-CHAIR

Laurent GHEKIERE

GENERAL RAPPORTEUR

Laurence DOCKTER

POLICY FOCUS

- Analysis of the Lisbon Treaty and the legislative framework for SGIs (Acquis Plus).
- Public Services in the EU Trade Policy.

KEY ACHIEVEMENTS

- Finalisation and dissemination of CEEP Acquis+. The “golden rules” and demands presented in the Acquis+ Manifesto very much influenced the final compromises of the Public Procurement Package.
- CEEP mobilised representatives of the academic community on the Acquis+.

- CEEP raised the awareness of DG trade on possible concerns on Public Services in TTIP, preparing the exchanges for the following year.

OPINIONS

- CEEP Acquis+ Package:
 1. CEEP Acquis+ Glossary “The Acquis Communautaire for Services of General Economic Interest”.
 2. Communication Leaflet “Services of General Interest for Everyone – An Introduction to Public Services in Europe”.

MEMBER ENTREPRISES (as of May 2014)

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AFTRP - Agence foncière et technique de la région parisienne

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BVÖD - Bundesverband Öffentliche Dienstleistungen

CDC - Caisse des dépôts et consignations

Companhia Carris de Ferro de Lisboa, SA

Cispel Toscana CONF SERVIZI

De Lijn - Vlaamse Vervoermaatschappij

DB Regio AG, Sparte Bus

Deutscher Landkreistag

Deutscher Städtetag

DSTGB - Deutscher Städte- und Gemeindebund

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EEM - Empresa de Electricidade da Madeira, SA

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EP - Estradas de Portugal, E.P.E.

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

Erftverband Bergheim

FAD - The State Employers' Organisation

FedePL - Fédération des entreprises publiques locales

FEDERAMBIENTE

FEGAPEI - Fédération nationale des associations gestionnaires au service des personnes handicapées

GdW Bundesverband deutscher Wohnungs- und Immobilienunternehmen e.V.

GRDF - Gaz Réseau Distribution France

DUO - Dienst Uitvoering Onderwijs

ICO - Instituto de Crédito Oficial

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INCI - Instituto da Construção e do Imobiliário, IP

INCM - Imprensa Nacional - Casa da Moeda, SA

INE - Instituto Nacional de Estatística, IP

KFS - Swedish Organisation for Local Enterprises

KPMG Prüfungs- und Beratungsgesellschaft für den Öffentlichen Sektor AG

KS Bedrift

KT - Local Government Employers

KVVKS - Kasseler Verkehrs- und Versorgungs-GmbH

LogiRep/PolyLogis

LVB - Leipziger Verkehrsbetriebe GmbH

MONTEPIO GERAL

Nantes Métropole Aménagement

NHS Confederation

Österreichischer Gemeindebund

SEMLEMANS

SEPI - Sociedad Estatal de Participaciones Industriales

SALAR - Swedish Assoc. of Local Authorities and Regions

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

Stadtwerke Köln GmbH

Stadtwerke Mainz AG

Stadtwerke Nordhausen - Holding für Versorgung

und Verkehr GmbH

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VKU - Verband kommunaler Unternehmen e.V.

VNG - Vereniging van Nederlandse Gemeenten

VÖWG - Verband der Öffentlichen Wirtschaft und Gemeinwirtschaft Österreichs

WIBERA Wirtschaftsberatung AG

SOCIAL AFFAIRS BOARD

CHAIR (until 12/2013)	Sophie THÖRNE
CHAIR (since 12/2013)	Mick BRODIE
VICE-CHAIR (until 02/2013)	Henrik SCHILDER
VICE-CHAIR (until 12/2013)	Mick BRODIE
VICE-CHAIR (since 12/2013)	Armin AUGAT
VICE-CHAIR (since 12/2013)	Jeanette GRENFORS
GENERAL RAPPORTEUR (until 12/2013)	Jeanette GRENFORS
GENERAL RAPPORTEUR (since 12/2013)	Kristin IVARSSON

POLICY FOCUS

- Europe 2020 strategy and relevant flagship initiatives, including the European Semester.
- Youth employment, including the cross-sectoral negotiations on a Framework of Actions.
- Directives on Posting of Workers, Professional Qualifications, IORP.
- The European Commission's work with the social dimension of EU and EMU.
- Social partner involvement European economic governance.

KEY ACHIEVEMENTS

- European cross-industry social partner negotiations and adoptions of a Framework of Actions on youth employment.
- European Social Partners' invited for the first time to attend the European Council meeting to discuss youth employment and to present the Framework of Actions on youth employment.
- European Social Partners' meetings in Berlin and Paris with Heads of States and Governments, including Labour Market Ministers, to discuss concrete actions to foster youth employment.
- The adoption of a European cross-industry social partner joint declaration on social partner involvement in European economic governance.
- The European Social Partners' meeting with the College of the European Commission to discuss the social dimension of EMU including the role of social dialogue.
- Meeting with European Council President, Van

- Rompuy, to discuss and elaborate CEEP's key messages ahead of the Tripartite Social Summit.
- Start of European cross-industry social partner negotiations on in-depth employment analysis.
- The third implementation report of the European framework agreement on Inclusive Labour Markets was adopted by the Social Dialogue Committee.
- Active involvement and finalisation of the integrated programme of the European cross-sectoral Social Partners: Four seminars on 'Better implementation and impact of social dialogue instruments', including a high-level conference on European social dialogue. Other events include a joint conference on "The promotion of active ageing through lifelong learning", a joint conference on "Skills needs in greening economies", a joint seminar on the issue of "The transition between education and employment".

OPINIONS

- CEEP opinion on the Youth Employment Package.
- CEEP opinion on the European Commission's Social Investment Package.
- CEEP opinion on enhancing the social dimension of the economic and monetary union.
- Addendum to the CEEP opinion on the European Commission's proposal for a General Data Protection Regulation (COM(2012)11), targeting the employment relations' context.

CONSULTATIONS CONTRIBUTION

- CEEP response to the European Commission second-stage consultation of the social partners at European level under article 154 TFEU on Quality Framework for Traineeships.
- CEEP answer to the public consultation on the new EU occupational safety and health policy framework.
- CEEP response to Green Paper: Long-term financing of the European economy.

REPRESENTATIONS / EVENTS

- 6 February, Conference on Employment and Social Developments in Europe Review 2013.
- 7 February, Informal Troika in Dublin under the Irish Presidency.
- 14 March, Spring Tripartite Social Summit.
- 15-16 April, Conference organised in Budapest by the

- European Commission on Industrial Relations in Europe.
- 29-30 April, Irish Presidency Conference: ‘Women’s Economic Engagement and the Europe 2020 Agenda’.
- 2-3 May, European Commission Conference on the Social Investment Package.
- 11 July, Informal Troika in Vilnius under the Lithuanian Presidency.
- 10 October, European Commission Conference on improving the socio-economic convergence in the EMU.
- 17 October, High Level Event on Diversity Management in Warsaw.
- 21 October, European Commission Conference on Labour Law.
- 24 October, Autumn Tripartite Social Summit.
- 22-November, EESC Hearing on Employability of young people.

MEMBER ENTREPRISES (as of May 2014)

Air France Groupe

- APA** - Administração do Porto Aveiro, SA
- APS** - Administração do Porto de Sines, SA
- ARAN** - Agenzia per la Rappresentanza Negoziiale 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
- Companhia Carris de Ferro de Lisboa**, SA
- CEEP Portugal**
- CEEP UK**
- CONFSERVIZI** - Confederazione Italiana dei Servizi Pubblici Locali-Asstra - Federambiente-Federutility
- DB Regio AG, Sparte Bus**
- Deutscher Städtetag**
- DGAEP** - Direcção-Geral da Administração e do Emprego Público
- DSTGB** - Deutscher Städte- und Gemeindebund
- DVBAG** - Dresdner Verkehrsbetriebe AG
- EBU** - European Broadcasting Union
- EDF** - Electricité de France
- EFEE** - European Federation of Education Employers
- EP** - Estradas de Portugal, E.P.E.
- Erftverband Bergheim**
- FAD** - Fornyingis- og administrasjonsdepartementet
- FASTIGO** - Employers’ Association for the Property

Sector

- FedePL** - Fédération des entreprises publiques locales
- FEGAPEI** - Fédération nationale des associations gestionnaires au service des personnes handicapées
- FNPSPR** - National Employers’ Federation of Public Utilities of Romania
- 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
- HSH** - Federation of Norwegian Commercial and Services Enterprises
- IEFP** - Instituto do Emprego e Formação Profissional, IP
- INCM** - Imprensa Nacional - Casa da Moeda, SA
- INTER REGIES**
- KAV Bayern** - Kommunale Arbeitgeberverband Bayern e.V.
- KFS** - Swedish Organisation for Local Enterprises
- KL** - Local Government Denmark
- KS Bedrift**
- KT** - Local Authority Employers
- Local Government Group**
- MEA** - Malta’s Employers Association
- MODST** - State Employers’ Authority

MONTEPIO GERAL

NAVANTIA

Nederlandse Centrale Overheidswerkgever

NEREO - North East Regional Employers

NHS Confederation

Pracodawcy Rzeczypospolitej Polskiej

REFER EPE

REGIONER - Danish Regions

Rheinbahn AG

SAGE - Swedish Agency for Government Employers

SEEMP - South East Employers

SEPI - Sociedad Estatal de Participaciones Industriales

SALAR - Swedish Assoc. of Local Authorities and Regions

SPEKTER - The Employers' Association Spekter

SSB AG - Stuttgarter Straßenbahnen AG

Stadtwerke Frankfurt am Main Holding GmbH

Stadtwerke Leverkusen

Stadtwerke Köln 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

uestra Hannoversche Verkehrsbetriebe AG

UITP

Union Habitat

UNISOC - Union des Entreprises à Profit Social

VDV - Verband Deutscher Verkehrsunternehmen e.V.

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

MACRO-ECONOMICS

CHAIR (until 12/2013)

Anna THOURSIE

CHAIR (since 12/2013)

Andrew R. LEADBETTER

VICE-CHAIR (until 12/2013)

Gillian FAWCETT

VICE-CHAIR (until 12/2013)

Sergio GASPARINNI

VICE-CHAIR (until 12/2013)

Stefan PETRANOV

VICE-CHAIR (since 12/2013)

Tor HATLEVOLL

POLICY FOCUS

- Economic developments.
- The European economic governance framework.
- The Annual Growth Survey and the European Semester.
- The social dimension of the EMU.
- Long-term financing of the European economy.

KEY ACHIEVEMENTS

- Interventions at the Macro-economic Dialogue meetings at both political and technical levels on economic issues.
- Meeting with Commissioner Barnier to discuss long-term investments in Europe.

OPINIONS

- Spring note for the Macro-economic Dialogue meeting (technical).
- Speaking note for Macro-economic Dialogue meeting (political).
- Autumn note for the Macro-economic Dialogue meeting (technical).
- Speaking note for Macro-economic Dialogue meeting (political).

CONSULTATIONS CONTRIBUTION

- Informal European social partner consultation meeting organised by the European Commission on the 2014 Annual Growth Survey.

REPRESENTATIONS / EVENTS

- 18 February, Macro-economic Dialogue meeting (technical).
- 4 March, Macro-economic Dialogue meeting (political).
- 23 October, Macro-economic Dialogue meeting (technical).
- 14 November, Macro-economic Dialogue meeting (political).

MEMBER ENTREPRISES (as of May 2014)

- ACCAGLOBAL** - Association of Chartered Certified Accountants
- AdP** - Aguas de Portugal, Sgps, SA
- AKA e.V.** - Arbeitsgemeinschaft kommunale und kirchliche Altersversorgung e.V.
- APA** - Administração do Porto Aveiro, SA
- Banco BPI**, SA
- BICA** - Bulgarian Industrial Capital Association
- BVÖD** - Bundesverband Öffentliche Dienstleistungen
- CDC** - Caisse des dépôts et consignations
- DB Regio AG, Sparte Bus**
- GEBALIS** - Gestão dos Bairros Municipais de Lisboa, EEM
- INE** - Instituto Nacional de Estatística, IP
- KFS** - Swedish Organisation for Local Enterprises
- KT** - Local Authority Employers
- NEREO** - North East Regional Employers
- SALAR** - Swedish Assoc. of Local Authorities and Regions
- Stadt Wien**
- Stadtwerke Köln GmbH**
- UNISOC**
- VÖWG** - Verband der Öffentlichen Wirtschaft und Gemeinwirtschaft Österreichs
- WIBERA Wirtschaftsberatung AG**

SOCIAL PROTECTION

CHAIR (until 03/2014)

Peter VAN DER GAAST

POLICY FOCUS

- Pensions: Activities linked to a Pan European Pensions Fund.
- The planned revision of the IORP Directive.
- The Annual Growth Survey and the European Semester.

Great success achieved so far since the European Commission will not address solvency rules at this stage in the current Directive.

OPINIONS

- CEEP opinion on the European Commission's Social Investment Package.

KEY ACHIEVEMENTS

- Continued unilateral and joint lobby activities linked the planned revision of the IORP Directive, and in particular the European Commission's intention to maintain a level playing field with Solvency II.

CONSULTATIONS CONTRIBUTION

- CEEP response to Green Paper: Long-term financing of the European economy.

MEMBER ENTREPRISES (as of May 2014)

- Air France Groupe**
- BOGESTRA** - Bochum-Gelsenkirchener Straßenbahnen AG
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- Local Government Group**
- Nederlandse Centrale Overheidswerkgever**
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- SALAR** - Swedish Assoc. of Local Authorities and Regions
- SSB AG** - Stuttgarter Straßenbahnen AG
- Stadtwerke Köln GmbH**
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- VÖWG** - Verband der Öffentlichen Wirtschaft und Gemeinwirtschaft Österreichs
- Wiener KAV** - Wiener Krankenanstaltenverbund

HEALTH & SAFETY

CHAIR

Dominique VACHER

POLICY FOCUS

- Health and Safety activities at European level.
- Work linked to new Health and Safety Strategy at European level.
- Monitor developments concerning issues such as electromagnetic field and muscular skeletal disorder.
- The health and safety task force has promoted the partnership between CEEP and the EU-OSHA. Each year the task force proposes a relevant action to CEEP members in order to give some visible signs of our involvement in the OSHA week.

KEY ACHIEVEMENTS

- The health and safety task force have ensured the promotion of CEEP towards the European actors in its field, as Eurofound, EU Commission, and others social partners as ETUC and BUSINESSEUROPE.

OPINIONS

- CEEP answer to the public consultation on the new EU occupational safety and health policy framework.

MEMBER ENTREPRISES (as of May 2014)

BVÖD - Bundesverband Öffentliche Dienstleistungen

EDF - Electricité de France

Fondazione Rubes Triva

KL - Local Government Denmark

KS Bedrift

NEREO - North East Regional Employers

NHS Confederation

REGIONER - Danish Regions

SALAR - Swedish Assoc. of Local Authorities and Regions

SPEKTER - The Employers' Association Spekter
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VÖWG - Verband der Öffentlichen Wirtschaft und Gemeinwirtschaft Österreichs

Wiener KAV - Wiener Krankenanstaltenverbund

EDUCATION & TRAINING

CHAIR (until 06/2013)

Angelo CARAGIULI

CHAIR (since 12/2013)

Alan DEAN

VICE-CHAIR (since 12/2013)

Petra BÖNNEMANN

POLICY FOCUS

- Revision of the Professional Qualification Directive.
- Quality framework for traineeships.
- Education, training and apprenticeships.
- Representing CEEP in external bodies and committees such as DGVT and ACVT.

KEY ACHIEVEMENTS

- High-level meeting with Commissioner Vassiliou

to endorse further cooperation between the European social partners and DG EAC.

- Signing the European Alliance for Apprenticeships.

OPINIONS

- CEEP response to the European Commission second-stage consultation of the social partners at European level under article 154 TFEU on Quality Framework for Traineeships.

MEMBER ENTREPRISES (as of May 2014)

BOGESTRA - Bochum-Gelsenkirchener Straßenbahnen AG

BVÖD - Bundesverband Öffentliche Dienstleistungen

EFEE - European Federation of Education Employers

NEREO - North East Regional Employers

NHS Confederation

SALAR - Swedish Assoc. of Local Authorities and

Regions

Stadtwerke Köln GmbH

TdL - Tarifgemeinschaft deutscher Länder

uestra Hannoversche Verkehrsbetriebe AG

VÖWG - Verband der Öffentlichen Wirtschaft und Gemeinwirtschaft Österreichs

Wiener KAV - Wiener Krankenanstaltenverbund

SUSTAINABILITY BOARD

CHAIR (since 12/2013)

Jean-Eudes MONCOMBLE

VICE-CHAIR (since 12/2013)

Klaus NUTZENBERGER

GENERAL RAPPORTEUR (since 12/2013)

Eva HACKL

POLICY FOCUS

- Climate Change.
- Resource Efficiency.
- Unconventional fossil fuels.

KEY ACHIEVEMENTS

- Strengthening of CEEP's voice through transversal discussions on issues related to sustainability, in particular on climate change.

OPINION

- Statement on key elements to integrate in all climate policies.

CONSULTATIONS CONTRIBUTION

- CEEP Response to Consultation on Unconventional fossil fuels (e.g. shale gas) in Europe.

REPRESENTATION / EVENTS

- Meeting and discussion about Resource Efficiency with Carina Vopel, Head of Unit, DG Environment.

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ACEA SPA

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Federutility

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Local Government Group

London Councils

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SIVERO

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SNCF - Société Nationale des Chemins de Fer Français

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VOR - Verkehrsverbund Ost-Region GmbH

WEC-France

WIBERA Wirtschaftsberatung AG

Wien Energie GmbH

Wiener Linien GbmH

WLB - AG der Wiener Lokalbahnen

COMMUNICATIONS

CHAIR	Martine ALLAIRE
VICE-CHAIR	Marius OPRAN
GENERAL RAPPORTEUR	Nicola FRANK

POLICY FOCUS

- European Digital Single Market.
- High speed broadband rollout.
- Network and Information Security.
- Data Protection.

KEY ACHIEVEMENTS

- Promotion of CEEP's position in the field of the European energy policy, in particular with regard to the Policy Framework for Climate and Energy 2030 and the Internal Energy Market, towards European decision makers.

OPINION

- Addendum to the CEEP opinion on the European Commission's proposal for a General Data Protection Regulation (COM(2012)11), targeting the employment relations' context.

REPRESENTATION / EVENTS

- Meetings of Task Force Members with representatives of the European Commission

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WEC-France

WIBERA Wirtschaftsberatung AG

ENERGY

CHAIR (until 12/2013)	Jean-Eudes MONCOMBLE
CHAIR (since 12/2013)	Elmar THYEN
VICE-CHAIR (until 12/2013)	Sven BECKER
GENERAL RAPPOREUR (until 12/2013)	Elmar THYEN
GENERAL RAPPOREUR (since 12/2013)	Niklas TESSEM

POLICY FOCUS

- Policy Framework for Climate and Energy 2030.
- Energy Mix (Conventional Power Plants and Renewables).
- Internal Market for Energy.
- Energy infrastructures.
- Unconventional fossil fuels.

KEY ACHIEVEMENTS

- Promotion of CEEP's position in the field of the European energy policy, in particular with regard to the Policy Framework for Climate and Energy 2030 and the Internal Energy Market, towards European decision makers.

OPINION

- CEEP position on the criteria to examine the functioning of the internal energy market (COM(2012)663 and the accompanying SWD(2012)368).

REPRESENTATION / EVENTS

- Regular exchange with European decision makers from the European Commission, the European Parliament and EU Agencies.
- Visit of the nuclear power plant of Nogent-sur-Seine.

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WEC-France

WIBERA Wirtschaftsberatung AG

Wien Energie GmbH

ENVIRONMENT

CHAIR

Hans SAILER

VICE-CHAIR

Dominique DAMENDRAIL

VICE-CHAIR (until 12/2013)

Francisco SOARES

VICE-CHAIR (since 12/2013)

Federico FOSCHINI

GENERAL RAPPOREUR (until 12/2013)

Klaus NUTZENBERGER

GENERAL RAPPOREUR (since 12/2013)

Linda WAGNER

POLICY FOCUS

- 7th Environment Action Programme.
- Environmental Impact Assessment.
- European Waste Management Targets.
- Plastic Waste.
- Unconventional fossil fuels.

KEY ACHIEVEMENTS

- Strengthening and deepening of CEEP's exchanges and work both with representatives of the European Commission and the European Parliament.
- Good dissemination of CEEP's proposals in the field of Environmental policies, in particular in the field of Waste policies.

OPINION

- CEEP opinion on the proposal for a directive amending Directive 2011/92 on the assessment of the effects of certain public and private projects on the environment (COM 2012/628).

CONSULTATION CONTRIBUTION

- CEEP opinion on the Green Paper "On a European Strategy on Plastic Waste in the Environment".
- CEEP Answer to the Consultation on the Review of the European Waste Management Targets.

REPRESENTATION / EVENTS

- Meetings and exchanges with Members of the European Commission (DG Environment and DG Economic and Financial Affairs).

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AquaFlanders

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TRANSPORT

CHAIR (until 12/2013)

Antonio Garcia PASTOR

CHAIR (since 12/2013)

Marcello PANETTONI

VICE-CHAIR (until 12/2013)

Ronald JUHRS

VICE-CHAIR (until 12/2013)

Alberto RHO

VICE-CHAIR (since 12/2013)

Jean-Michel DANCOISNE

VICE-CHAIR (since 12/2013)

Sabine GRONER-WEBER

GENERAL RAPPORTEUR (until 12/2013)

Laura DELGADO

POLICY FOCUS

- Fourth Railway Package.
- Urban Mobility Package.

KEY ACHIEVEMENTS

- Intense exchange with European decision makers at every stage of the legislative process of the Fourth Railway Package.
- Strengthening of CEEP's position on the Fourth Railway Package through successful introduction of amendments into the debate in the European Parliament.
- Promotion of member's voice through cooperation with other stakeholders (e.g. Joint press release with CER).

OPINION

- CEEP Position on the proposed amendment of Regulation 1370/2007/EC in the draft 4th Railway Package.

REPRESENTATION / EVENTS

- Several meetings and exchanges with representatives of DG MOVE on the Fourth Railway Package.
- Several meetings and exchanges with Members of the European Parliament on the Fourth Railway Package.
- Meeting and exchange with Jean Eric Paquet, Director European Mobility Network.

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WEC-FRANCE
WIBERA Wirtschaftsberatung AG
Wiener Linien GbmH
WLB - AG der Wiener Lokalbahnen

WATER

CHAIR (until 12/2013)	Renato DRUSIANI
CHAIR (since 12/2013)	Michele FALCONE
VICE-CHAIR (until 05/2013)	Peter PEX
VICE-CHAIR (since 12/2013)	Piet JONKER
GENERAL RAPPOREUR (until 12/2013)	Klaus NUTZENBERGER
GENERAL RAPPOREUR (until 12/2013)	Maurizio GORLA

POLICY FOCUS

- Common Implementation Strategy for the Water Framework Directive and the Floods Directive.
- European Innovation Partnership on Water.
- EU Blueprint strategy to safeguard Europe's water resources.
- Unconventional fossil fuels.
- Phosphorus.

KEY ACHIEVEMENTS

- Active involvement in discussions with European decision makers (mainly European Commission and European Parliament) on both the implementation of the current legislation and the design of new policy developments.

CONSULTATIONS CONTRIBUTION

- CEEP response to the Consultative Communica-

tion on the Sustainable Use of Phosphorus (COM (2013) 517 final).

REPRESENTATION/EVENTS

- CEEP is a recognised stakeholder in the European Innovation Partnership for Water set up by the European Commission. Its representative regularly reported on its works and received input

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from members for contributing to the “Strategic Implementation Plan”.

- CEEP is member of the Strategic Coordination Group for the implementation of the Water Framework Directive. Its representative made regular reports and received inputs from members, e.g. on priority substances.

concedantes et des régies

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TRANSTEJO - Transportes do Tejo, SA

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

WEC-France

WIBERA Wirtschaftsberatung AG

ANNEXES

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Marcel **BOITEUX** (1982-1985)

Lord **SHEPHERD** (1985-1988)

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Joao **CRAVINHO** (2000-2005)

Caspar **EINEM** (2005-2008)

Carl **CEDERSCHIÖLD** (2008-2011)

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Renate **BRAUNER**

Amtsführende Stadträtin der Stadt Wien

National Correspondent

Heidrun **MAIER-DEKUIJF**

Verband der öffentlichen Wirtschaft und Gemeinwirtschaft Österreichs (VÖWG)

Stadiongasse 6-8

1016 Vienna

T.: +43 1 40 82 20 40 | F.: +43 1 40 82 60 2

heidrun.maier-dekuijff@voewg.at | www.voewg.at

BENELUX

President

Jacques **VANDEBOSCH**

Président S.P.E. (Société de production d'électricité)

National Correspondent

Gert **DE BLOCK**

Inter-Régies

Rue Royale, 55 (Bte 10)

1000 Brussels

Tel.: +32 2 217 18 17

Fax.: +32 2 219 20 56

gert.deblock@inter-regies.be

BULGARIA**President**Vasil **VELEV***Chairman of the Bulgarian Industrial Capital Association (BICA)***National Correspondent**Milena **ANGELOVA***Secretary General of the Bulgarian Industrial Capital Association (BICA)*

Frederic Joliot-Curie St. 20, fl.8

1113 Sofia

T.: +359 2 96 33 752 | F.: +359 2 96 33 756

m.angelova@bica-bg.org | www.bica-bg.org

CYPRUS**President**Stelios **STYLIANOU***General Manager of the Electricity Authority Cyprus (EAC)***National Correspondent**Ioannis **IOANNIDES***Human Resources Officer A' - Electricity Authority Cyprus (EAC)*

11, Amphipoleos Street, Strovolos

1399 Lefkosia

T.: +357 22 20 10 00 | F.: +357 22 20 10 20

iioannid@eac.com.cy | www.eac.com.cy

DENMARK**President**Karsten **THYSTRUP***Local Government Denmark***National Correspondent**Bo **KRISTENSEN***Danish Regions*

Dampfaergevej, 22

2100 Copenhagen Ø

T.: +45 35 29 81 86 | F.: +45 35 29 83 00

bkr@regioner.dk

FINLAND**President**Markku **JALONEN***Director General Local Authority Employers***National Correspondent**Lauri **LIUSVAARA***Ministerial Adviser**Ministry of Finance*

Po Box 28

00023 Government

T.: +358 9 160 34 914 | F.: +358 9 160 34 839

lauri.liusvaara@vm.fi | www.vm.fi

FRANCE**President**Mireille **FLAM***Vice-Présidente Fédération des EPL**Présidente du Conseil de Surveillance, SOGARIS***National Correspondent**Thierry **DURNERIN**

Rue d'Amsterdam, 95

75008 Paris

T.: +33 1 53 32 22 10 | F.: +33 1 53 32 22 22

www.ceep-france.org

GERMANY**President**Hans-Joachim **RECK***Hauptgeschäftsführer Verband kommunaler Unternehmen e.V. (VKU)***National Correspondent**Inge **REICHERT***Managing Director of BVÖD*

Invalidenstraße 91

10115 Berlin

T.: +49 30 94 39 51 3 - 0 | F.: +49 30 94 39 51 3 - 29

info@bvoed.de | www.bvoed.de

GREECE**President**Herakles **DROULIAS***CEO School Buildings Organisation SA***National Correspondent**Despina **POLITOU***Greek section of CEEP (KEDEO)*

Sina 23

10672, Athens

T.: +30 210 364 43 35 | F.: +30 210 364 43 36

info@kedeo.gr | www.kedeo.gr

HUNGARY**President & National Correspondent**György **SÁRKÖZI***Borsod Volan*

gsarkozi@borsodvolan.hu | www.borsodvolan.hu

IRELAND**President & National Correspondent**John **DELAMERE***HSE-EA (HSE Employers Agency)*

63 - 64 Adelaide Road

Dublin 2

Tel.: +353 1 662 69 661

Fax.: +353 1 662 69 77

john.delamere@hse.ie

ITALY

President

Sergio **GASPARRINI**

ARAN

National Correspondent

Giuseppe **SGARAMELLA**

CEEP-IT

Via del Corso, 476

00186 Roma

T.: +39 6 32 48 32 59/260/237 | F.: +39 6 32 48 32 52

gasparrini@aranagenzia.it, travagliati@aranagenzia.it

www.ceep-italia.org

MALTA

President & National Correspondent

Joseph **FARRUGIA**

Malta's Employers' Association (MEA)

South Street 35/1

Valletta VLT11

T.: +356 21 23 75 85 or +356 21 22 29 92

F.: +356 21 23 02 27

mea@maltanet.net | www.maltaemployers.com

NORWAY

President

Bjørge Ravlo **RYDSAA**

Norwegian Association of Local and Regional Authorities

National Correspondent

Marianne **HAUGLAND**

Norwegian Association of Local and Regional Authorities (KS)

Po Box 1378 Vika

0114 Oslo

T.: +47 24 13 26 00 | F.: +47 22 83 22 22

marianne.haugland@ks.no | www.ks.no

POLAND

President & National Correspondent

Wojciech **BALCZUN**

Vice President of the Employers of Poland

Pracodawcy Rzeczypospolitej Polskiej

ul. Brukselska 7

03-913 Warsaw

T.: +48 22 518 87 00 | F.: +48 22 828 84 37

biuro@pracodawcyrp.pl | www.pracodawcyRP.pl

PORTUGAL

President & National Correspondent

Manuel **FRASQUILHO**

Companhia Carris de Ferro de Lisboa, SA

ASSOCIAÇÃO CEEP PORTUGAL - Serviços de Interesse Geral

Rua Lúcio de Azevedo, nº 21 B

1600-145 Lisbon

T.: +351 21 723 70 74 | F.: +351 21 043 55 96

geral@ceep-portugal.pt

ROMANIA

President & National Correspondent

Marius Eugen **OPRAN**

Member of the EESC

The National Employers' Federation of the Public Services Operators of Romania (FNPSPR)

Executive President, General Union of the Romanian Industry (UGIR)

1903 George Enescu street, 27-29

Sector 1

010303 Bucharest

T.: +40 21 303 99 47 | F.: +40 21 303 99 48

psp.president@ines.ro

SPAIN

President

Antonio **GONZALEZ MARIN**

Presidente Administrador de Infraestructuras Ferroviarias (Adif)

National Correspondent

Rosario **ESCOLAR POLO**

Abogado Direccion de relaciones con U.E.

Sociedad Estatal de Participaciones Industriales (SEPI)

Velazquez, 134

28006 Madrid

T.: +34 91 396 16 01 | F.: +34 91 396 11 50

Escolar@sepi.es | www.ceep-spain.org

SWEDEN

President

Sophie **THÖRNE**

Head of Labour Law Unit, Employers Policy Division

Swedish Association of Local Authorities and Regions (SALAR)

Sveriges Kommuner och Landsting

National Correspondent

Jeanette **GRENFORS**

Labour Law Unit

Sveriges Kommuner och Landsting / Swedish Association of Local Authorities and Regions

118 82 Stockholm

Tel.: +46 8 452 74 52

Fax.: +46 8 452 72 12

jeanette.grenfors@skl.se

UNITED KINGDOM

President

Dave **ALLAN**

Partnership of Public Employers (PPE)

UK Section of CEEP

National Correspondent

Janet **BEAUMONT**

Director CEEP UK

CEEP UK

c/o North East Regional Employers' Organisation

Guildhall Quayside

Newcastle Upon Tyne NE1 3AF

Tel.: +44 191 26 13 970

Fax.: +44 191 26 13 971

www.ceepuk.co.uk

TURKEY (ASSOCIATED MEMBER)

Union of Turkish Public Enterprises (TKİB) - (Associated Member)

President

Halil **ALİŞ**

General Manager of Manufacturing of Electricity Incorporation

T.: +90 312 222 95 36 | F.: +90 312 212 94 30

National Correspondent

Caner **TOPKARA**

Oğuzlar Mah

Ceyhun Atif Kansu Cad, 49/2 Balgat

Ankara

T.: +90 312 286 04 00 | F.: +90 312 286 00 22

tkib@tkib.gov.tr

EBU (SECTORAL FEDERATION)

European Broadcasting Union

Nicola **FRANK** (President & National Correspondent)

Head of European Affairs

Avenue des Arts, 56 - 4th floor

BE - 1000 Brussels

Tel: +32 2 286 91 15

Fax: +32 2 286 91 10

frank@ebu.ch

www.ebu.ch

HOSPEEM (SECTORAL FEDERATION)

European Hospital and Healthcare Employers Association (HOSPEEM)

Tjitte **ALKEMA** (President & National Correspondent)

Secretary General

Rue des Deux Eglises, 26 boîte 5

BE - 1000 Brussels

Tel: +32 2 229 21 57

Fax: +32 2 218 12 13

hospeem@hospeem.eu

www.hospeem.org

EFEE (SECTORAL FEDERATION)

European Federation of Education Employers (EFEE)

Bianka **STEGE** (President & National Correspondent)

Secretary General

Rue des Deux Eglises, 26 boîte 5

BE - 1000 Brussels

bianka.stege@educationemployers.eu

www.educationemployers.eu

MEMBERS OF CEEP NATIONAL SECTIONS

AUSTRIA

- AG der Wiener Lokalbahnen - www.wlb.at
- AIT - Austrian Institute of Technology GmbH - www.ait.ac.at
- Allgemeines Krankenhaus der Stadt Linz - www.akh.linz.at
- AMS Arbeitsmarktservice Österreich - www.ams.at
- ANKÜNDER - Steierm. Ankündigungs-GmbH - www.ankuender.com
- ARGE Österreichischer Abfall- Wirtschaftsverbände
- ARWAG Holding AG - www.arwag.at
- ASFINAG - www.asfinag.at
- AUSTRO CONTROL GmbH - www.austrocontrol.at
- Bank Austria AG - www.bankaustria.at
- ebswien hauptkläranlage GmbH - www.ebs.co.at
- ebswien tierservice GmbH - www.tkb-wien.at
- Elektrizitätswerk Wels AG - www.eww.at
- ENERGIEALLIANZ Austria GmbH
- Energiecomfort GmbH - www.energiecomfort.at
- Energie Burgenland AG (former BEWAG - Burgenländische Elektrizitätswirtschafts AG - www.bewag.at)
- EVN Netz GmbH - www.evn-netz.at
- EVN - Wasser GmbH - www.evnwasser.at
- FH Campus Wien - <http://www.fh-campuswien.ac.at/>
- Flughafen Wien AG - www.viennaairport.com
- FORSCHUNG AUSTRIA - www.forschungaustria.ac.at
- GESIBA - Gemeinn. Siedlungs- und Bau - AG - www.gesiba.at
- GESPAG - OÖ Gesundheits- und Spitals - AG - www.gespag.at
- GEWISTA Werbegesellschaft mbH - www.gewista.at
- GEWOG - Gemeinn. Wohnungs- und Siedlungs-GesmbH der Wiener Stadtwerke - www.gewog-wohnen.at
- Graz-Köflacher Bahn und Busbetrieb GmbH - www.gkb.at
- Holding Graz - Kommunale Dienstleistungen GmbH - www.holding-graz.at/
- Innsbrucker Kommunalbetriebe AG - www.ikb.at
- KELAG / Kärntner Elektrizitäts - AG - www.kelag.at
- Kommunalkredit Austria AG - www.kommunalkredit.at
- Linz AG für Energie, Telekommunikation, Verkehr und kommunale Dienste - www.linzag.at
- Linzer Lokalbahn AG
- Magistrat der Landeshauptstadt Linz - Wirtschaftsservice - www.linz.at
- Magistrat der Stadt Graz - www.graz.at
- Mürztaler Verkehrsgesellschaft mbH - www.mvg-kapfenberg.com
- ÖBB-Holding AG - www.oebb.at
- OeMAG - Abwicklungsstelle für Ökostrom AG - www.oem-ag.at/
- Ökosoziales Forum Wien - <http://www.oekosozial.at/>
- Österreichische Beamtenversicherung
- Österreichischer Gemeindebund - www.gemeindebund.at
- Österreichischer Städtebund - www.staedtebund.at
- Österreichischer Städtebund - Landesgruppe Niederösterreich
- Österreichischer Städtebund - Landesgruppe Oberösterreich
- Österreichischer Verband Gemeinn. Bauvereinigungen - Revisionsverband - www.gbv.at
- Österreichisches Gesellschafts- und Wirtschaftsmuseum - www.wirtschaftsmuseum.at
- Österreichisches Rotes Kreuz - www.roteskreuz.at
- Raab-Oedenburg-Ebenfurter Eisenbahn AG - www.raaberbahn.com
- Salzburg AG für Energie, Verkehr und Telekommunikation - www.salzburg.at
- Salzburger Flughafen GmbH
- Schloss Laxenburg Betriebs - GmbH - www.schloss-laxenburg.at
- Schwarzatal - Gemeinn. Wohnungs- und Siedlungsanlagen GmbH
- Sozialbau Gemeinn. Wohnungs - AG - www.sozialbau.at
- Stadtgemeinde Gmünd - Bestattung
- Stadtgemeinde Leoben
- Stadtgemeinde Mannersdorf
- Stadtgemeinde Schwechat - www.schwechat.gv.at
- Stadt Villach - www.villach.at
- Stadtwerke Amstetten - www.stadtwerke.amstetten.at
- Stadtwerke Bregenz GmbH / Gas-Wasser-Bäder-Stadtbus - www.stadtwerke-bregenz.at
- Stadtwerke Kapfenberg - www.stadtwerke-kapfenberg.at
- Stadtwerke Klagenfurt AG - www.stw.at
- Stadtwerke St. Pölten - www.st-poelten.gv.at
- Tina Vienna - <http://www.tinavienna.at/>
- TIWAG - Tiroler Wasserkraft AG - www.tiwag.at
- VBV - Pensionskasse AG - www.vbv.at
- VERBUND AG - www.verbund.at
- Verkehrsverbund Ost-Region GmbH - www.vor.at
- Volkshilfe Wien - www.volkshilfe-wien.at
- Volkstheater GmbH - www.volkstheater.at
- Wasserleitungsverband Nördliches Burgenland - www.wasserleitungsverband.at
- Wasserverband - Mürzverband - www.muerzverband.at
- WH Medien GmbH
- Wien Holding GmbH - www.wienholding.at
- Wiener Hafen - www.wienerhafen.com
- Wiener Gewässer Management GmbH
- Wiener Krankenanstaltenverbund - www.wienkav.at
- Wiener Lokalbahnen Cargo GmbH
- Wiener Neustädter Stadtwerke und Kommunal Service GmbH
- Wiener Stadthalle Betriebs- und Veranstaltungsges mbH - www.stadthalle.com
- Wiener Städtische Allgemeine Versicherung AG - www.wienerstaedtsche.at
- Wiener Stadtwerke Holding AG - www.wienerstadtwerke.at
- Wiener Netze GmbH (former Gasnetz/Stromnetz etc.)
- Wiener Linien GmbH - www.wienerlinien.at
- Bestattung Wien GmbH - www.bestattungwien.at
- WOGEM - Gemeinn. Wohn-, Bau- und Siedlungsgesellschaft für Gemeindebedienstete - www.wogem.at
- Wohnbauvereinigung für Privatangestellte - www.wbv-gpa.at
- Wohnfonds Wien - www.wohnfonds.wien.at
- Wolfsberger Stadtwerke GmbH

BENELUX

- AquaFlanders - www.aquaflanders.be
- De Lijn - Vlaamse Vervoermaatschappij - www.delijn.be
- Ethias - www.ethias.be
- Intermixt - www.intermixt.be
- INTER-REGIES - www.inter-regies.be
- Nederlandse Centrale Overheidswerkgever
- NMBS - SNCB - Société Nationale des Chemins de Fer Belges - Nationale Maatschappij der Belgische Spoorwegen - www.b-rail.be
- NMP - SNTC - Nationale Maatschappij der Pijpleidingen - Société Nationale de Transport par Canalisations
- SPGE - Société Publique de Gestion de l'eau - www.spge.be
- UNISOC - Union des Entreprises à Profit Social - www.unipso.be
- UVW - Unie van Waterschappen - www.uvw.nl
- VEWIN - Vereniging van Exploitanten van Waterleidingbedrijven In Nederland - www.vewin.nl
- VNG - Vereniging van Nederlandse Gemeenten - www.vng.nl

BULGARIA

- BICA - Bulgarian Industrial Capital Association www.bica-bg.org

Members of BICA

- Association for Mass Communications
- Association of Insurance Brokers in Bulgaria
- Branch Chamber of Communication and Information Technologies
- Bulgarian Airlines Association
- Bulgarian Association for Construction Insulation and Waterproofing
- Bulgarian Association for Freight Forwarding, Transport and Logistics
- Bulgarian Association of Electrical Engineering and Electronics
- Bulgarian Association of Information Technologies
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- Bulgarian Branch Chamber "Machine Building"
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- Bulgarian National Association of Shipbuilding and Ship Repair
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- Bulgarian Postal Union
- Bulgarian Posts PLC
- Bulgarian Shipowners Association
- Bulgarian Water Association
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- Federation of the Scientific Engineering Unions in Bulgaria
- Geodesic Companies Association
- Holding Bulgarian State Railways EAD

- National Association of Entities and Societies that Perform Private Security Activities
- Road Safety Bulgarian Branch Association
- Society Company of Sofia General Practitioners
- Society Culture and Tourism of Bulgaria - North-East
- Society of the Producers and Traders of Veterinary Medicinal Products
- Society Union of Community Centers
- Sofiyska Voda JSC
- Union of the Bulgarian Foundations and Societies
- Union of the Deaf in Bulgaria
- Varna Chamber of Tourism
- Veolia Water in Bulgaria
- Marine Cluster Bulgaria
- National Association of Private Hospitals

CYPRUS

- EAC - Electricity Authority Cyprus

DENMARK

- Danish Regions
- Local Government Denmark
- The Danish Agency for the Modernisation of Public Administration

FINLAND

- KT Local Government Employers - www.kuntatyonantajat.fi
- Commission for Church Employers - www.evl.fi
- Office for the Government as Employer - www.vm.fi

FRANCE

- Agence française de développement (AFD) - www.afd.fr
- Air France Groupe - www.airfrance.net
- Association nationale des régies de services publics et des organismes constitués par les collectivités locales ou avec leur participation (ANROC) - www.anroc.com
- Bureau des recherches géologiques et minières (BRGM) - www.brgm.fr
- Caisse des dépôts et consignations (CDC) - www.caissedesdepots.fr
- Electricité de France (EDF) - www.edf.fr
- Etablissement publique foncier du Nord Pas-de-Calais (EPF NPC) - www.epf-npdc.fr
- Fédération nationale des associations gestionnaires au service des personnes handicapées (FEGAPEI) - www.fegapei.fr
- Fédération nationale des entreprises sociales pour l'habitat - www.esh-fr.org
- Fédération des EPL - www.lesepl.fr
- Fédération nationale des collectivités concédantes et des régies (FNCCR) - www.fnccr.asso.fr
- Fédération nationale des offices Habitations à Loyer Modéré (FNOHLM) - www.offices-hlm.org
- France Télécom Orange - www.francetelecom.com
- La Cité internationale des Congrès Nantes-Métropole - www.lacite-nantes.fr
- Nantes Métropole Aménagement - www.nantes-amenagement.fr
- Sem d'aménagement de la ville de Paris (SEMAVIP) - www.semavip.fr
- Société d'économie mixte d'aménagement de l'est

- parisien (SEMAEST) - www.semaest.fr
- SEM du TCSP de Brest - www.letram-brest.fr
- SEMITAN (SEM des transports en commun de l'agglomération nantaise) - www.tan.fr
- SEMIV (SEM immobilière de Vélizy) - www.semiv-velizy.fr
- SIDR (Société immobilière du département de la Réunion) - www.sidr.fr
- SNCF (Société nationale des chemins de fer français) - www.sncf.fr
- Société d'équipement du Rhône et de Lyon (SERL) - www.serl.fr
- Société d'exploitation de la Tour Eiffel (SETE) - www.tour-eiffel.fr
- Société immobilière de Nouvelle-Calédonie (SIC) - www.sic.nc
- SOGARIS - www.sogaris.fr
- Union sociale pour l'habitat (USH) - www.union-habitat.org
- UPFP (Union des Professionnels du Pôle Funéraire Public) - <http://upfp.free.fr>
- La Folle Journée de Nantes - <http://www.follejournee.fr>
- Sipea (Société anonyme immobilière d'économie mixte de la ville de Poitiers) - <http://www.sipea-poitiers.fr>

GERMANY

Members companies

- Abfallwirtschaftsbetrieb München - www.awm-muenchen.de
- Beratungsgesellschaft für Beteiligungsverwaltung Leipzig GmbH - www.bbvl.de
- Berliner Stadtreinigungsbetriebe, AöR - www.bsr.de
- Berliner Verkehrsbetriebe, AöR - www.bvg.de
- Berliner Wasserbetriebe, AöR - www.bwb.de
- Bochum-Gelsenkirchener Straßenbahnen AG - www.bogestra.de
- Bremer Straßenbahn AG - www.bsag.de
- DB Regio AG, Sparte Bus - www.bahn.de/dbregiobus
- Dortmunder Stadtwerke AG - www.dsw.de
- Dresdner Verkehrsbetriebe AG - www.dvbag.de
- Emscher Genossenschaft/Lippeverband - www.eglv.de
- Erftverband Bergheim - www.erftverband.de
- Fraport AG - www.fraport.de
- Gas-Union GmbH - www.gas-union.de
- Hallesche Verkehrs-AG - www.havag.com
- Kasseler Verkehrs- und Versorgungs-GmbH - www.kvg.de
- Kommunale Wasserwerke Leipzig GmbH - www.wasser-leipzig.de
- KPMG Prüfungs- und Beratungsgesellschaft für den Öffentlichen Sektor AG - www.kpmg.de
- Leipziger Verkehrsbetriebe (LVB) GmbH - www.lvb.de
- Leipziger Versorgungs- und Verkehrsgesellschaft mbH - www.lvv.de
- Mainova AG - www.mainova.de
- Rheinbahn AG - www.rheinbahn.de
- Ruhrverband - www.ruhrverband.de
- Senatsverwaltung für Wirtschaft, Technologie und Frauen - www.berlin.de/sen/wtf
- Stadtwerke Bochum GmbH - www.stadtwerke-bochum.de
- Stadtwerke Duisburg AG - www.dvv.de
- Stadtwerke Essen AG - www.stadtwerke-essen.de
- Stadtwerke Frankfurt am Main Holding GmbH - www.swf-holding.de
- Stadtwerke Köln GmbH - www.stadtwerkekoeln.de
- Stadtwerke Leipzig GmbH - www.swl.de
- Stadtwerke Mainz AG - www.stadtwerke-mainz.de
- Stadtwerke München GmbH - www.swm.de
- Stadtwerke Münster GmbH - www.stadtwerke-muenster.de
- Stadtwerke Nordhausen - Holding für Versorgung und Verkehr GmbH - www.stadtwerke-nordhausen-gmbh.de
- Stadtwerke Potsdam GmbH - www.swp-potsdam.de
- Stadtwerke Saarbrücken AG - www.saarbruecker-stadtwerke.de
- SWU Stadtwerke Ulm/Neu Ulm GmbH - www.swu.de
- Städtische Werke Nürnberg GmbH - www.stwn.de
- Stuttgarter Straßenbahnen AG - www.ssb-ag.de
- Thüga-Aktiengesellschaft - www.thuega.de
- Trianel GmbH - www.trianel.com
- Uestra Hannoversche Verkehrsbetriebe AG - www.uestra.de
- WIBERA Wirtschaftsberatung AG - www.wibera.de

Member federations

- Allianz der öffentlichen Wasserwirtschaft (AöW) e.V. - www.aoww.de
- AKA Arbeitsgemeinschaft kommunale und kirchliche Altersversorgung e.V. - www.aka.de
- BDEW Bundesverband der Energie- und Wasserwirtschaft e.V. - www.bdew.de
- Deutsche Gesellschaft für das Badewesen e.V. - www.baederportal.com
- Deutscher Landkreistag - www.kreise.de/landkreistag
- Deutscher Sparkassen- und Giroverband e.V. - www.dsgv.de
- Deutscher Städtetag - www.staedtetag.de
- Deutscher Städte- und Gemeindebund - www.dstgb.de
- GdW Bundesverband deutscher Wohnungs- und Immobilienunternehmen e.V. - www.gdw.de
- TdL Tarifgemeinschaft deutscher Länder - www.tdl-online.de
- Verband Deutscher Verkehrsunternehmen e.V. - www.vdv.de
- Verband kommunaler Unternehmen e.V. - www.vku.de
- Vereinigung der kommunalen Arbeitgeberverbände - www.vka.de

GREECE

- Athens Urban Transport Organisation SA (OASA), www.oasa.gr
- Attica Bank, www.atticabank.gr
- Stable urban transports STASY SA, www.ametro.gr, www.isap.gr & www.tramsa.gr
- ERGOSE SA - railway infrastructure company, www.ergose.gr
- ILPAP SA - electric transport company, www.athens-trolley.gr
- National Sports' Centre Aghios Kosmas

ANNEXES

- Port Authority of Patras SA, www.patrasport.gr
- School Building Organisation SA (SBO -OSK), www.osk.gr
- International Fair of Thessalonica, www.tif.gr
- Hellenic Aerospace Industry, www.haicorp.com
- Hellenic Defence Systems, www.eas.gr
- Athens Road Transport OSY, www.ethel.gr
- Organization of SMEs and Handicraft (EOMMEX), www.eommex.gr
- Athens Water Supply and Sewerage Company (EY-DAP) www.eydap.gr
- Public Material Management Organisation (ODDY), www.oddy.gr
- OAED - workforce employment organisation, www.oaed.gr
- OPAP SA - betting organization, www.opap.gr
- Port of Igoumenitsa, www.olig.gr
- Thessaloniki Port Authority SA, www.thpa.gr
- Lavrion Port Authority, www.oll.gr
- OSE - Greek railway organisation, www.osenet.gr
- Thessaloniki's Integrated Transport Authority (SASTH), www.sasth.gr
- TEO - national road construction fund, www.teo.org.gr
- Fund of securities and loans, www.tpd.gr
- Helexpo, www.helexpo.gr
- Export Credit Insurance Organisation (ECIO - OAEP), www.oaep.gr
- DEPANOM - hospital building company - www.depanom.gr
- NAFSOLP - naval repairing zone reconstruction, www.nazo.gr
- Asprofos SA - engineering company, www.asprofos.gr

HUNGARY

- National Association of Strategic and Public Utility Companies (STRATOSZ):
- Hungarian State Holding Company (MNV Zrt.)
- Hungarian Post Office Co. Ltd.
- Hungarian Railway Enterprises Union
- HUNGRAIL Hungarian Rail Association
- MÁV Hungarian State Railways Co. Ltd.
- MÁV-START Railway Passenger Transport Co.
- CER Hungary Co. (CER Hungary Central European Railway Cargo, Trading and Services Privately Held Company Limited by Shares)
- KÖZGÉP Steel Structure-and-Construction Co.
- Volan Professional Association
- Agria Volán Bus Traffic Co. Ltd.
- Alba Volán Bus Traffic Co. Ltd.
- Bakony Volán Bus Traffic Co. Ltd.
- Balaton Volán Bus Traffic Co. Ltd.
- Borsod Volán Bus Traffic Co. Ltd.
- Gemenc Volán Bus Traffic Co. Ltd.
- Hajdú Volán Bus Traffic Co. Ltd.
- Hatvani Volán Bus Traffic Co. Ltd.
- Jászkun Volán Bus Traffic Co. Ltd.
- Kapos Volán Bus Traffic Ltd.
- Kisalföld Volán Bus Traffic Co. Ltd.
- Kőrös Volán Bus Traffic Co. Ltd.
- Kunság Volán Bus Traffic Co. Ltd.
- Mátra Volán Bus Traffic Co. Ltd.

- Nógrád Volán Bus Traffic Co. Ltd.
- Pannon Volán Bus Traffic Co. Ltd.
- Somló Volán Bus Traffic Co. Ltd.
- Szabolcs Volán Bus Traffic Co. Ltd.
- Tisza Volán Bus Traffic Co. Ltd.
- Vasi Volán Bus Traffic Co. Ltd.
- Vértes Volán Bus Traffic Co. Ltd.
- Zala Volán Bus Traffic Co. Ltd.
- Volánbusz Transport Company Ltd.
- GOMI Ltd.
- Raaberlog Ltd

IRELAND

- HSE Employers Agency - www.hsea.ie

ITALY

- ARAN - Agenzia per la Rappresentanza Negoziabile delle Pubbliche Amministrazioni - www.aranagenzia.it
- CONFSEVIZI (Confederazione Italiana dei Servizi Pubblici Locali - Asstra - Federambiente - Federutility) - www.confsevizi.net
- ENAC (Ente nazionale per l'Aviazione Civile) www.enac.gov.it

MALTA

- Malta's Employers' Association (MEA) - www.maltaemployers.com

NORWAY

- KS Bedrift - (Association of Local and Regional Enterprises) - www.ks-bedrift.no
- SPEKTER - The Employers' Association Spekter - www.spekter.no
- FAD (The State Employers' Organisation) - <http://www.regjeringen.no/en/dep/fad.html?id=339>
- Virke (The Enterprise Federation of Norway) www.virke.no

POLAND

- Ogólnopolski Związek Pracodawców Transportu Samochodowego
- Domik Sp. z o.o.
- Centrum Medyczne Mavit
- Polska Agencja Prasowa
- Kompania Węglowa S.A.
- Lubelski Związek Pracodawców
- Polskie Górnictwo Naftowe i Gazownictwo S.A.
- Fabryka Tarcz Ściernych
- Polskie Przymierze Gospodarcze
- PKP CARGO S.A - www.pkp-cargo.pl
- Centrum Szkoleniowo-Konferencyjne Sp. z o.o

PORTUGAL

- INE - Instituto Nacional de Estatística, IP - www.ine.pt
- METROPOLITANO DE LISBOA, EPE - www.metro-lisboa.pt
- MONTEPIO GERAL - www.montepio.pt
- PARPÚBLICA - Participações Públicas, SGPS, SA - www.parpublicasgps.com
- TAP - AIR PORTUGAL, SA - www.flytap.com
- TRANSTEJO - Transportes do Tejo, SA - www.transtejo.pt
- APS - Administração do Porto de Sines, SA - www.aps.pt

portodesines.pt

- Baía do Tejo, SA - www.baiadotejo.pt
- Banco BPI, SA - www.bancobpi.pt
- Centro Hospitalar Barreiro Montijo, EPE - www.chbm.min-saude.pt
- Companhia Carris de Ferro de Lisboa, SA - www.carris.pt
- EEM - Empresa de Electricidade da Madeira, SA - www.eem.pt
- EP - Estradas de Portugal, SA - www.estradasdeportugal.pt
- EPUL - Empresa Pública de Urbanização de Lisboa, EP - www.epul.pt
- GEBALIS - Gestão do Arrendamento Social em Bairros Municipais de Lisboa, EM, SA - www.gebalis.pt
- IEFP - Instituto do Emprego e Formação Profissional, IP - www.iefp.pt
- INCI - Instituto da Construção e do Imobiliário, IP - www.inci.pt
- AdP - Águas de Portugal, Sgps, SA - www.adp.pt
- ANA - Aeroportos de Portugal, SA - www.ana.pt
- APA - Administração do Porto de Aveiro, SA - www.portodeaveiro.pt

ROMANIA

- Romanian Water Employers Association (ARA)
- Romanian District Heating Employers Association (ASER)
- Public Services Employers Association (PSP)
- National Employers' Federation of Public Utilities of Romania (FNPSPR)
- Liga Citadina (Cities League)
- The National Federation of Family Doctors of Romania
- The National Federation of Solid Waste Management Operators of Romania
- The National Association of the Urban Electrical Illumination Operators of Romania

SPAIN

- Consorcio Regional de Transportes Públicos Regulares de Madrid - www.ctm-madrid.es
- Dirección General Patrimonio del Estado
- Fábrica Nacional de Moneda y Timbre, S.A. (FNMT) - www.fnmt.es
- Ferrocarriles Vascos, S.A. - www.euskotren.es
- Fundación ONCE, S.A. (FUNDOSA) - www.grupofundosa.es
- Instituto de Crédito Oficial (ICO) - www.ico.es
- Red Eléctrica de España, S.A. (REE) - www.ree.es
- Red de Empresas Locales de Interés General (ELIGE) - www.redelige.com
- Sociedad Estatal Correos y Telégrafos, S.A. (CORREOS) - www.correos.es
- Sociedad Estatal de Participaciones Industriales (SEPI) - www.sepi.es

SWEDEN

- FASTIGO - Employers' Association for the Property Sector - www.fastigo.se
- KFS - Swedish Organisation for Local Enterprises - www.kfs.net
- PACTA - Employers' Association of Local Federations

of Local Authorities and Enterprises - www.pacta.org.se

- SAGE - Swedish Agency for Government Employers - www.arbetsgivarverket.se
- SALAR - Swedish Association of Local Authorities and Regions (Sveriges Kommuner och Landsting) - www.skl.se

UNITED KINGDOM

- Local Government Group - www.local.gov.uk
- The NHS Confederation - www.nhsconfed.org
- The Cabinet Office, c/o Department for Business, Innovation & Skills (BIS) - www.bis.gov.uk
- National Association of Regional Employers (NARE):
 - East Midlands Councils - www.emcouncils.gov.uk
 - East of England Local Government Association - www.eelga.gov.uk
 - Local Government Yorkshire and Humber - www.lgyh.gov.uk
 - London Councils - www.londoncouncils.gov.uk
 - North East Regional Employers - www.nereo.gov.uk
 - North West Employers Organisation - www.nwemployers.org.uk
 - Northern Ireland Local Government Association - www.nilga.org
 - South East Employers - www.seemp.co.uk
 - South West Employers - www.southwest-ra.gov.uk
 - Welsh Local Government Association - www.wlga.gov.uk
 - West Midlands Councils www.wmcouncils.org.uk
- Transport for London - www.tfl.gov.uk
- Universities and Colleges Employers' Association - www.ucea.ac.uk
- Association of Chartered Certified Accountants - www.accaglobal.com
- Scape System Builds Limited - www.scapebuild.co.uk
- Eversheds - www.eversheds.com
- PPMA - www.ppma.org.uk

TURKEY (ASSOCIATED MEMBERS)

- AKDENİZ Elektrik Dağıtım A.Ş. (Akdeniz Distribution of Electricity Incorporation)
- BELPLAS Ankara Termoplastik ve Bakım Onarım Hizmetleri A.S. (Ankara termoplastic and Maintenance-Repair Services Incorporation) - www.belplas.com.tr
- BELSO Ankara Soğuk Hava Deposu İşletmecilik ve Gıda Sanayii Ticaret A.Ş. (Ankara Business Administration of Cold Storage and Food Industry Trade Incorporation) - www.belso.com.tr
- BOTAŞ - Boru Hatları ile Petrol Taşıma A.Ş. - Petroleum Pipeline Corporation - www.botas.gov.tr
- BUGSAŞ - Başkent Ulaşım ve Doğalgaz Hizmetleri Proje Taahhüt San.Tic. A.Ş. (Başkent Services of Communication & Natural Gas Projects Engagement Industry & Trade Incorporation) - www.bugsas.com.tr
- Devlet Hava Meydanları İşletmesi (General Directorate of State Airports Authority) - www.dhmi.gov.tr
- DMO - Devlet Malzeme Ofisi (The State Supply Office) - www.dmo.gov.tr
- Et ve Süt Kurumu Genel Müdürlüğü (General Directorate of Meat and Milk Enterprises) - www.ebk.gov.tr
- Eti Maden İşletmeleri (Eti Mining Enterprises) - www.etiholding.gov.tr

ANNEXES

- EÜAŞ - Elektrik Üretim A.Ş. (Electricity Manufacturing Incorporation) - www.euas.gov.tr
- KEAŞ - Kemerköy Elektrik Üretim ve Ticaret A.Ş. (Kemerköy Electricity Manufacturing and Trade Incorporation)
- KİAŞ - Kömür İşletmeleri A.Ş. (Coal Enterprises Incorporation) - www.kiaskomur.com
- MKEK - Makine ve Kimya Endüstrisi Kurumu (Mechanical & Chemical Industry Institution) - www.mkek.gov.tr
- Posta ve Telgraf Teşkilatı Genel Müdürlüğü (General Directorate of Post and Telegraph Organization) - www.ptt.gov.tr
- SEAŞ - Soma Elektrik Üretim ve Ticaret A.Ş. (Soma Electricity Manufacturing and Trade Incorporation) - www.seas.gov.tr
- TCDD - Türkiye Cumhuriyeti Devlet Demir Yolları (Turkish Republic State Railways) - www.tcdd.gov.tr
- TEDAŞ - Türkiye Elektrik Dağıtım A.Ş. (Distribution of Turkish Electricity Incorporation) - www.tedas.gov.tr
- TEİAŞ - Türkiye Elektrik İletim A.Ş. (Conduction of Turkish Electricity Incorporation) - www.teias.gov.tr
- TEMSAN - Türkiye Elektromekanik Sanayii A.Ş. (Turkish Electromechanics Industry Incorporation) - www.temsan.gov.tr
- TETAŞ - Türkiye Elektrik Ticaret ve Taahhüt A.Ş. (Turkish Electricity Trade & Engagement Incorporation) - www.tetas.gov.tr
- TİGEM - Tarım İşletmeleri Genel Müdürlüğü (General Directorate of Agricultural Enterprises) - www.tigem.gov.tr
- TKİ - Türkiye Kömür İşletmeleri (Turkish Coal Enterprises) - www.tki.gov.tr
- TMO - Toprak Mahsulleri Ofisi (General Directorate of Soil Crop Office) - www.tmo.gov.tr
- TTK - Türkiye Taşkömürü Kurumu (Turkish Coal Institution) - www.taskomuru.gov.tr
- YENİKÖY Elektrik Üretim & Ticaret. A.Ş. (YENİKÖY Electricity Manufacturing Incorporation)

SECTORAL FEDERATIONS

- EBU (European Broadcasting Union) - www.ebu.ch
- EFEE (European Federation of Education Employers) - www.educationemployers.eu
- HOSPEEM (European Hospital and Healthcare Employers Association) - www.hospeem.org

OPINIONS

Opinion.01

CEEP Position on the proposal for a directive amending Directive 2011/92 on the assessment of the effects of certain public and private projects on the environment (COM 2012/628)

Opinion.02

CEEP Opinion on the European Commission's Youth Employment Package

Opinion.03

CEEP Opinion on the GREEN PAPER on a European Strategy on Plastic Waste in the Environment (COM(2013)123 - 7.3.2013)

Opinion.04

CEEP Position on the proposed amendment of Regulation 1370/2007/EC in the draft 4th Railway Package

Opinion.05

CEEP Opinion on the European Commission's Social Investment Package: Social Investment for Growth and Cohesion

Opinion.06

CEEP Opinion on enhancing the social dimension of the economic and monetary union

Opinion.07

Addendum to the CEEP opinion on the European Commission's proposal for a General Data Protection Regulation (COM(2012)11), targeting the employment relations' context

Opinion.08

CEEP Position on the criteria to examine the functioning of the internal energy market: DO NOT FORGET THE AIM!

Opinion.09

CEEP response to the Consultative Communication on the Sustainable Use of Phosphorus (COM (2013) 517 final)

Opinion.10

CEEP Answer to the Consultation on the Review of the European Waste Management Targets

CEEP RESPONSES TO CONSULTATION

- CEEP response to Green Paper: long-term financing of the European Economy (COM(2013) 150 FINAL)
- CEEP answer to the public consultation on the new EU occupational safety and health policy framework

PRESS RELEASES

Press Release 01/2013 - 24 January 2013

CEEP welcomes the IMCO vote on Public Procurement and Concessions but asks for further progress

Press Release 02/2013 - 7 February 2013

CEEP at Informal Troika in Dublin, Ireland

CEEP: Investments in human capital needed to tackle increasing skills mismatch in Europe

Press release 03/2013 - 20 February 2013

'SOCIAL INVESTMENT PACKAGE': the importance of investing in human capital and strengthening public services is finally on the agenda

Press release 04/2013 - 4 March 2013

CEEP at MEDPOL - Investments in human capital are key to counteract skills mismatch

Press Release 05/2013 - 11 March 2013

Award of Concession Contracts: CEEP calls on the Trilogue to "get it right"

Press Release 06/2013 - 14 March 2013

Tripartite Social Summit: The long-term vision towards recovery is still missing

Press Release 07/2013 - 16 April 2013

Strengthening social dialogue in public services is essential across Europe

Press Release 08/2013 - 2 May 2013

CEEP: Involvement of Social Partners in structural reforms is crucial for effective and inclusive policies

Press Release 09/2013 - 6 May 2013

Joint Trilogue meeting on public public cooperation: Don't miss the target please!

Press Release 10/2013 - 25 June 2013

Public Services Summit 2013

Press Release 11/2013 - 27 June 2013

CEEP at the European Council: "Public services give Europe a competitive advantage"

Press Release 12/2013 - 3 July 2013

CEEP at high-level conference for the promotion of youth employment in Europe: "Public services are part of the solution to the current youth employment crisis"

Press Release 13/2013 - 11 July 2013

CEEP at Informal Troika in Vilnius, Lithuania
CEEP: Public services are key in providing jobs for the future

Press Release 14/2013 - 7 October 2013

CEEP offers supports to President Van Rompuy for pragmatic solutions in restoring growth and jobs and for a stronger European social dimension

Press Release 15/2013 - 24 October 2013

Tripartite Social Summit - Accessible and high-quality services of general interest are paramount for Europe to improve global competitiveness

Press Release 16/2013 - 30 October 2013

European Local Public Services Conference (29/30 October - Paris La Défense)

Press Release 17/2013 - 12 November 2013

CEEP at high-level conference for the promotion of youth employment in Europe:
“Investments, jobs creation, and policy coherence are key to foster youth employment”

Press release 18/2013 - 14 November 2013

CEEP at MEDPOL - Investments in infrastructures and in human capital are vital to restore long-term growth

CEEP GENERAL SECRETARIAT (as of May 2014)

GENERAL SECRETARY
Valeria **RONZITTI**
valeria.ronzitti@ceep.eu
Phone: +32 2 229 21 42



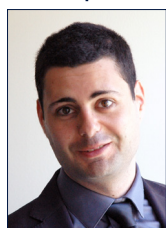
OFFICE MANAGER
Manuela **MATTIELLO**
manuela.mattiello@ceep.eu
Phone: +32 2 229 21 52



EXECUTIVE ASSISTANT
Rachel **DE WOUTERS**
rachel.dewouters@ceep.eu
Phone: +32 2 229 21 47



COMMUNICATIONS
Maxime **STAELENS**
maxime.staelens@ceep.eu
Phone: +32 2 229 21 40



PUBLIC SERVICES
Laurent **FELIX**
laurent.felix@ceep.eu
Phone: +32 2 229 21 43



SOCIAL AFFAIRS
Guillaume **AFELLAT**
guillaume.afellat@ceep.eu
Phone: +32 2 229 21 54



SUSTAINABILITY
Johannes **IMMINGER**
johannes.imminger@ceep.eu
Phone: +32 2 229 21 50



PROJECT MANAGER
David **ANCAUX**
david.anciaux@ceep.eu
Phone: +32 2 229 21 44

**CEEP - Centre of Employers and
Enterprises providing Public Services**

Rue des Deux Eglises, 26 boîte 5
1000 Bruxelles, Belgium

T.: +32 2 219 27 98 | **F.:** +32 2 218 12 13

E-mail: ceep@ceep.eu

Website: www.ceep.eu

Twitter: [@ceep_eu](https://twitter.com/ceep_eu)

LinkedIn: [ceep](https://www.linkedin.com/company/ceep)

Youtube: [ceep_eu](https://www.youtube.com/channel/UC...)



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