

## HAPPY NEW YEAR!

### 2024

## SOCIAL ELECTIONS





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## EDITORIAL

### TOGETHER, LET'S BUILD THE FUTURE OF THE SOCIAL DIALOGUE

BY PIERRE PIRSON, president NCK/CNC

In a world marked by rapid change and complex challenges, CNCK positions itself as a driving force for more inclusive and democratic social dialogue. Our mission, centered around the defense of managerial staff, is deployed through an approach that values diversity, gender equality and mutual respect.

In the face of the extremism that threatens the foundations of our societies, we reaffirm our commitment to rationality and moderation. Our fight against these harmful ideologies is not one of confrontation, but of building a constructive and unifying vision.

In key sectors such as energy, banking and chemicals & pharmaceuticals, we are determined to drive significant change. Our initiatives are aimed at supporting pension reforms, promoting research, and effectively accompanying the energy transition. At the heart of these efforts is our unwavering commitment to creating fair and stimulating working environments.

Today more than ever, the CNCK is dedicated to representing and defending the rights of professionals, ensuring their voice in the social and economic panorama. Together, let's meet the challenges of our time, building a future where social dialogue rhymes with progress and harmony.

**This editorial was written by CHATGPT4, which summarized it as follows.**

Here's a suggested text for your editorial, taking into account the values and objectives of CNC-NCK as presented in the "AGM 08112023" presentation.

If I'm not a big fanatic, it's clear that Artificial Intelligence is presenting itself as a new tool. In this editorial proposal, I would make a number of changes, as I can see that he has only read our memorandum like a bad pupil who has only read the chapter headings in the dossier he has been asked to study.

Artificial intelligence is just one of the transformations awaiting us. To face up to these transformations with respect for all and for the good of society, managers still have a major role to play.

That's why we need to make our voice heard. By understanding our memorandum, sharing it and .... By standing in social elections.

Because we are the only ones who can defend companies in a politically neutral way, with a concern that is not only financial but also human, individually and collectively.

In 2024 and for the social elections to come, let's continue to build bridges in the workplace.

Happy New Year to all

## General Assembly NCK-CNC

22 februari 2024

Engie Towers; Brussels (close to Bxl-Nord)

17h: Welcome

17h30: General Assembly

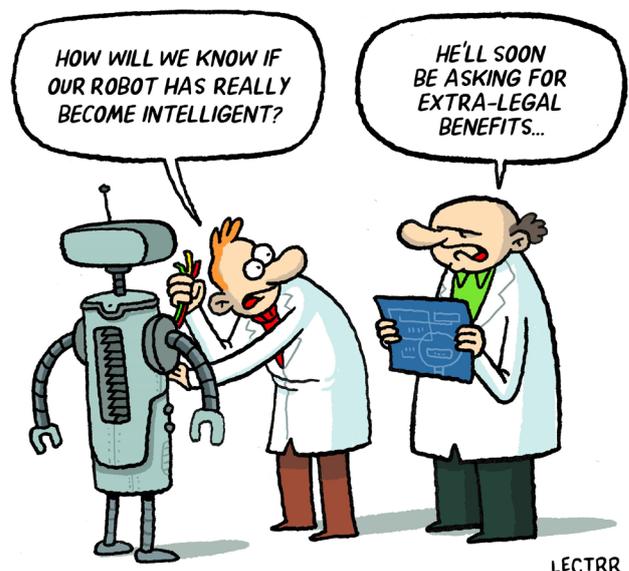
18h30: Drink

19h: Infosession pensions

19h45: Walking dinner

21h: End

Please subscribe via: [info@nck-cnc.be](mailto:info@nck-cnc.be)





## 2024 SOCIAL ELECTIONS: THE CNC-NCK GA HELD ON NOVEMBER 8<sup>TH</sup> APPROVES THE MEMORANDUM

BY ROLAND GLIBERT, GENERAL DELEGATE NCK/CNC

At the statutory General Assembly in March 2023, it was decided to draw up a file of common demands for the 2024 social elections.

COMNAT members drew up a Memorandum and presented it at a General Assembly on November 8<sup>th</sup>, 2023.

The meeting took place partly face-to-face and partly via Teams. The total number of participants was 46. COMNAT speakers developed the various themes of the Memorandum and answered questions. A majority of participants approved the Memorandum. It is available below and on the CNCK website.

The CNCK invites candidates for the social elections to use this Memorandum or selected themes for marketing operations via social networks.



Auteurs Memorandum: Philippe Hendrickx, Johan Criel, Pierre Pirson, Muriel Wery, Koen Grégoir, Pierre Ykman. Niet op de foto: Luc Vinckx en Judith Hanoune



## SOCIAL ELECTIONS - WHY TO CHOOSE FOR CNC-NCK?

PAR PIERRE PIRSON, Président de la CNC

Like the indomitable Gallic village, the CNC continues to resist the traditional trade unions.

Why is this?

- Because, historically, the traditional unions have failed to defend salaried managers, which is why the CNCK was born in the first place.
- The reason for this failure is that traditional unions are far too busy defending civil servants, blue-collar and white-collar workers to pay attention to the specific needs and expertise of managerial staff.

As you will read, the General Meeting was an opportunity to approve the CNCK's approach and memorandum of proposals for the social, European, federal, regional and local elections of 2024.

It was also an opportunity to review our values and what sets us apart.

Since the last statutory elections, the National Committee has chosen to hold its meetings in English, which facilitates discussions. I'll just remind you of what was discussed in English as a "unique selling proposition".

1. CNCK is the only manager organization in Belgium that offers managers the possibility to participate in the social elections for the work councils. As a group of managers but also as an individual manager.
2. CNCK specializes in managers who work with an employee status (different from the self-employed status) - We respect the free choice to become self-employed, but we defend the freedom to take a leadership and expert function as an employee
3. CNCK respects the freedom of its members at company level : no mandatory position imposed by CNCK, and certainly never mandating to strike
4. CNCK provides individual support to its members
  - Trainings, group sessions (social elections, compensation systems, social rights, ...)
  - Individual support (legal, pensions, ...)
5. CNCK lobbies the authorities (European Commission, Federal, Regional, ...) and the employer associations on a number of selective issues that concern all managers (economy, employment, compensation, protection, work-life balance, pension, transport, ... )
6. In its actions and positions, CNCK is not only considering the situation of the managers and their company, but also the economic wellbeing of the country.

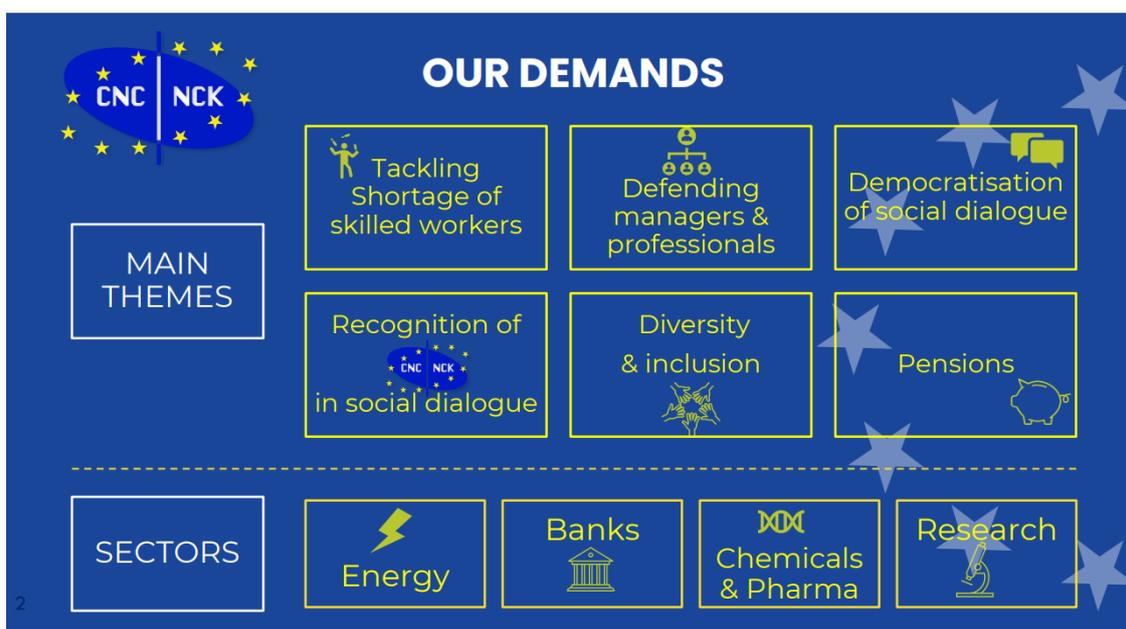
Pour les élections, nous utiliseront une tag line dans notre communication. Elle part de notre objectif , aider les cadres, et de qui y travaillent, les cadres eux-memes :

## Pour les cadres, par les cadres

Dans la section suivante , nous reprenons le memorandum approuvé lors de l'assemblée générale.

Ce mémorandum a fait l'objet d'intenses discussions préparatoires et j'ai eu le plaisir de voir la reconnaissance positive lorsque après des mois d'efforts ce document fut présenté.

Nous utilisons donc ce document dans notre communication mais aussi dans nos contacts avec les parties tierces comme le gouvernement et les partis politiques. N'hésitez pas à l'utiliser pour vos besoins et à nous contacter en cas de question.



# MÉMORANDUM



## TACKLING THE SHORTAGE OF SKILLED WORKERS



### REWARD

We need to reward more the technical professions, which are vital if we want to make a success of the energy transition, digital transformation, artificial intelligence, nano-technologies and bi-medicine.



### STARTING SALARY

The net salary of young managers at the start of their careers has fallen by 25% since 1990. It's time to take measures that put this personal investment back on track.



### RETENTION

Ensuring the retention (in Belgium) and maintenance of quality jobs through ongoing training of high-level staff (technicians, engineers, doctors, etc.) and good working conditions.

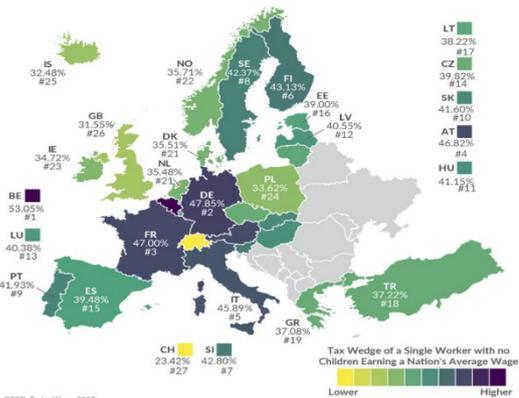


Belgium has the highest tax burden on labor at 53 percent (also the highest of all OECD countries)

In the land of tax, the salaried executive is the pigeon to be feathered

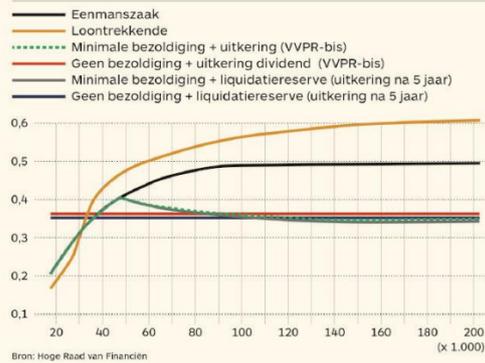
#### Tax Burden on Labor in Europe

Tax Wedge of a Single Worker with no Children Earning a Nation's Average Wage, 2022



Source: OECD, Taxing Wages 2023.

#### GEMIDDELDE EFFECTIEVE FISCALE EN PARAFISCALE DRUK (in %)



Bron: Hoge Raad van Financien



## DEFENDING MANAGERS & PROFESSIONALS: THE SALARY PACKAGE

# 1/2

1

The Belgian public primary expenditures are too high (52% in 2022) and their financing relies too heavily on the revenues of salaried executives (the most heavily taxed due to an excessive progressivity).

2

Increase of the "normal salary" ceiling used to calculate unemployment benefits and pensions

3

Managers are regularly excluded from social programming, and therefore from any relevant salary increases, which is discrimination.

4

In the long term, we will see the disappearance of the advantage of company cars without any compensation in the form of an adjustment of the equivalent progressive tax rate on salaries.



## DEFENDING MANAGERS & PROFESSIONALS: QUALITATIVE MEASURES

2/2

### 5. Combating discrimination

- \* Take measures in relation to categories that are victims of discrimination in terms of recruitment, pay, career development and dismissal, e.g. managers aged over 50, women managers, managers of foreign origin, etc.
- \* We are seeing an increase in the number of methods used to avoid indexing part of managers & professionals' salaries (extra pay, cafeteria plan, exclusion from social programming, etc.).

### 6. Management representation

- \* Penalise companies that fail to organise social elections and/or prevent managers & professionals representation within companies

### 7. Improving the work-life balance of managers

- \* Salaried managers & professionals are subject to very/too much work pressure due to their high level of responsibility. Their well-being is essential to ensure the well-being of all workers.

## DEMOCRATISATION OF SOCIAL DIALOGUE

- Merge the CPPT/CPBW and OR/CE into a single elected representative body to streamline consultation and open up important issues such as stress in work organisation.
- Enable the CNCK to take part in the DS cadres/kaderleden
- Opening up the social elections to new trade unions in order to fight the existing oligopoly
- Enable all employees to vote for an employee representative in the administration council

Simplification "à la française"

Depoliticising CLA negotiations

- In companies, negotiation and signature by elected representatives
- Involve company elected representatives at sector level

## RECOGNITION OF THE IN SOCIAL DIALOGUE

### TRANSLATING EUROPEAN LAW ON COLLECTIVE BARGAINING INTO BELGIAN LAW

Article 11 of the European Convention on Human Rights	Art 22 of the International Covenant on Civil and Political Rights	Articles 5 and 6 of the revised European Social Charter (Lisbon Treaty)	Article 28 of the EU Charter of Fundamental Rights	Articles 3 and 10 of ILO Convention 87
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This implies that the CNCK, where it is represented, will be able to sign CLAs at company/UTE level for the relevant category.



## DIVERSITY AND INCLUSION

*As a management organisation, we stand by **our commitment to gender equality and cultural and ethnic diversity as a means of creating more effective, collaborative and healthy working environments.***

### 01 Training

As well as the need to raise the profile of technical occupations, CNCK is convinced of the need to promote **technical careers** and to **encourage women** to take up these careers.

### 02 Motherhood

Professor Goldin, the last Nobel economy winner, has been raising awareness on the fact that **the pay gap between men and women kicks in after the birth of a woman's first child.** This nomination brings to light what we are advocating for: **gender equality will never be achieved unless motherhood is specifically taken into account by employers and policy makers.**



## DIVERSITY AND INCLUSION

### 03 FEMALE EMPOWERMENT

Even if it is no longer politically correct to make sexist or racist remarks in large companies, the situation has not fundamentally changed when it comes to promotions: there is still **gender discrimination at the top level of companies** = "glass ceiling" (women represent only 15% of the management committees, whereas 60% of the young graduates in Europe are women).

### 04 E-WIRING

CEC European manager project : with the aim to **dismantle the structural and systematic roots** of unequal power distribution between women and men, by the **creation of innovative policy solutions and toolkits** to eliminate gender gaps in employment and enterprise



## DIVERSITY AND INCLUSION

05

### UNION REPRESENTATION

During the social elections in 2020, the elimination of half of the M/F imbalance in managerial representation was a significant development for the CNCK (\*) (whereas no significant change was observed by the other unions). But there is still a long way to go. For the 2024 elections, CNCK has set itself the **objective of moving towards a proportional M/F balance in social representation**.

06

### INTERGENERATIONAL

The good thing about longer careers is that it brings even more inter-generational diversity into the workplace. Many of today's grandparents are still working, and would be in favour of a work-life balance with their grandchildren, facilitated by the introduction of **grandparental leave**, which would not penalise them in terms of their pension rights (all the more so as a section of today's working population has not had the opportunity to benefit from parental leave).





## PENSIONS

1/3

	Move towards equality between schemes (employee, civil servant, self-employed) but without retroactive effect on acquired rights under the first and second pillars → Equality: equivalent contributions, equivalent statutory pension
	Continuation of the increase in the normal salary ceiling (2022: €71,519.98) for the statutory pension for employees until the maximum salary amount taken into account for civil servants granting the maximum statutory pension (2022: €93,760.79) is reached.
	Harmonise the pension/salary ratio, i.e. 75% average salary over the last 10 years of career for civil servants versus 60% average salary over the entire career for employees.
	This normal salary ceiling must be applied over the entire career and no longer calculated on an annual basis, so that contributions paid above the ceiling can be allocated to a year in which they were below the ceiling.
	This normal salary ceiling must not be reduced in the event of voluntary or involuntary part-time work. (e.g. gender equality)



## PENSIONS

2/3

	The pension capital of the second pillar is limited by the rule of 80% of the last salary for the total of the statutory pension + second pillar. The calculation of this limit is not very transparent, penalises part-time work or a drop in salary at the end of a career, is based on theoretical returns on capital and does not take sufficient account of the effects of inflation when it is high.
	Years of study in the private sector will be taken into account at the same level as in the public sector when calculating the career conditions that determine the earliest possible retirement date.
	Maintaining the free choice between capital and annuity for the second pension pillar.
	Maintaining the participation of management representatives in the management of sector or company pension funds.
	Self-employment after redundancy after the age of 50 is not penalised in comparison with unemployment (employment trap).
	Abolition of the solidarity contribution of 2% on the statutory pension and capital of the 2 <sup>ème</sup> pillar (calculated on gross benefits at a usurious rate of 4.75%)



## PENSIONS

3/3

As part of a comprehensive reform of our points-based pension system, there are a number of **unavoidable principles** :

No retroactive effects on the existing schemes, the rights acquired under statutory pensions, the rights acquired under the 2<sup>nd</sup> and 3<sup>rd</sup> pillars, so no increased taxation on these rights and/or reserves, no retroactive changes of any negative nature (e.g. criterion relating to the number of years worked)

Same pension/salary ratio in all the schemes → Equal contributions, equal pension

Hardship to be taken into account individually (not by the Joint Committee) in proportion to the number of years said to be arduous, on the basis of objective criteria (physical work, stress, environment, noise, dangerous products, risk of illness and/or invalidity), avoiding abusive generalities such as "all doctors have arduous work"

## ⚡ ENERGY

1/2



Recognise the CNCK as an official interlocutor in the energy transition. We have considerable expertise in the field of energy (members, managers & professionals groups, appearances in the media and on social networks on energy debate)



Maintain and develop nuclear power generation. The current nuclear capacity of 2 GWe must be increased (more prolongation and building of new units), otherwise the country's electricity security of supply will be jeopardised.



Limit the share of renewables (Wind and Solar) in the energy mix in order to guarantee the stability of electricity grids

## ⚡ ENERGY

2/2



Phase out gradually fossil-fired power stations, which are responsible for greenhouse gas emissions and soaring energy prices



Reduce the use of fossil fuels by insulating buildings and electrifying transport and heating of building via heat pumps. Meeting the 1.5°C target by 2050 correspond to a reduction in CO2 emissions of 2 to 3% per year for Belgium.



Step up research efforts in the fields of Small Modular reactors (SMR), CO2 capture, batteries & H2

# MÉMORANDUM



## BANK

	Everyone struggles with the (excessive) regulation, strive for a unified well-reasoned interpretation of regulation across financial institutions. We have become the gendarmes of government.
	Banks are seen in a negative light by the government. Impact of the government on Banks is/becomes too big.
	Preventing unfair competition, such as crypto markets and Fintech. MiCA is only a first (too late too small) step
	Promote and realistic age-conscious personnel policy with respect for senior managers and professionals
	Unified departure options for senior managers and professionals



## Chemicals and pharmaceuticals contribute to well-being in Belgium

These industries make a very positive contribution to Belgium's balance of trade, provide work for many skilled workers who are paid properly, and contribute to revenue.

### Restoring the competitiveness of the chemical and pharmaceutical industries

- Competitive energy prices based on sufficiently available energy sources, while supporting the energy transition
- Maintaining R&D tax credits in Belgium
- Competitive gas prices, which are essential to the fertiliser industry, among other things
- Balanced trade agreements with the rest of the world

### Avoiding distortion of intra-European competition

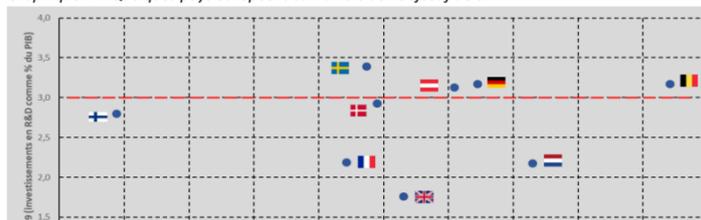
- Energy subsidies for the industry in Germany,
- Subsidies for the new production sites in France (batteries, recycling, etc.)

### Using chemistry as a solution to the climate challenge

- Batteries, materials recycling, water purification, CO2 recycling

## RESEARCH

Graphique 1 - Quelques pays européens sur la voie de l'objectif de 3%



We are satisfied that our continuous demand for a target of 3% investment in research was hit (see chart). Given the state of public finances, we prefer to support the private sector or public-private partnerships to keep this 3% level

Support and accelerate the development of advanced research. As a reminder, the MYRRHA project is one of Europe's priorities and has been identified on the ESFRI (European Strategy Forum on Research Infrastructure) Energy roadmap since 2010.

We support the collective bid to host the future Einstein Telescope in the Euregio Meuse-Rhine

# CEC GENERAL ASSEMBLY, BRUSSELS, NOVEMBER 29, 2023

PAR PIERRE PIRSON, Président de la CNC

Strengthening the role of managers in sustainability, diversity and social dialogue

At the CEC European managers' General Assembly in Brussels on November 29, 2023, the CNCK was represented in force by 3 members of its Executive Board: Muriel Wery, Johan Criel and Pierre Pirson.

As a reminder, the CEC is the representative organization officially recognized by the European Community for social dialogue, in which the CNC represents Belgium, but where we are also represented indirectly via the European sectoral federations, such as the energy (FECER) and banking (FECEC) federations.

This GA was preceded by the 3rd annual congress of the Sustainable Leaders Summit ([Summit - sustainableleaders.eu](https://summit-sustainableleaders.eu)) in the 'Whim of the gods, the nickname given to the European Parliament building in Brussels.

This gathering of professionals and managers from all over Europe, as well as students, was dedicated to the role of European leaders in responding to the immense challenge of our time, the climate and nature crisis. With its project on sustainable leadership, and thanks to the financial support of the European Commission, CEC European Managers aims to help integrate sustainable skills, behaviors and values into European management.

After an introduction by Katherine RICHARDSON, Professor at the University of Copenhagen, the discussions turned to how managers and executives from companies, public services and universities could, with their own skills, get involved in the debate.

At the General assembly that followed, Chairman Pierre Pirson stressed the importance of avoid-

ing falling into the common trap of greenwashing in the approach. The European Parliament focuses too much on the regulatory aspect, and companies spend a lot of energy trying to have a green report in relation to these regulatory aspects, rather than tackling the real issues of sustainability and diversity, for example.

The role of a good manager is to anticipate, and on this point the CNCK recalls having played its part in the past, notably by asking in 2021 (extract from the minutes of the CEC 2021 GA): Pierre Pirson "then invites the CEC to include the issue of energy in the scope of its action, as it represents a central theme for the economic and social stability of the EU and a potential source of major intra-EU and strategic tensions." If the energy problem is far from resolved, the force of circumstances has made it visible to everyone. It now needs to be included in a broader issue.

Europe's dependence on unfriendly and sometimes fickle partners. The priority for sustainability must therefore be the reindustrialization of Europe and the reduction of strategic dependencies, subjects in which the expertise of sector executives and federations is very important. As a reminder, the CNCK fought within the CEC for the voice of the sectors to be taken into account in a better way, which, after a period of intense discussion, was recognized by the CEC as being important.

CEC also reported on its activities. These included the activities of the gender diversity group with Utrecht University, a subject which Muriel will be following up in the future. Also, the representation of managers in the social dialogue, where CEC responded to the European Commission's consultation. [Managers should have a say in European Works' Councils - CEC European Managers](#)

# GENERAL ASSEMBLY



Muriel Wery, Pierre Pirson , Johan Criel



[SNQTB - Sindicato dos Quadros e Tèchnicos Bancários](#)



Anna Nilsson; Stefan Ladeburg  
FECCIA : [European Federation of Managerial Staff Chemical Industries - FECCIA](#)



Ioannis Sideris - European manager in Telecommunications, Information Technology, Communication, Media, Culture and Services. [Accueil - eTIC Federation \(etic-federation.eu\)](#)



Philippe Queune  
FICT : European Managers in the Transport Industry



Maxime Legrand :President CEC and  
[LA FECEC - Fédération Européenne des Cadres des Etablissements de Crédit et des institutions financières](#)

# FECER VISITED THE IGNALINA NUCLEAR POWER PLANT DISMANTLING SITE

BY ROLAND GLIBERT, GENERAL DELEGATE NCK/CNC

Our Lithuanian colleagues from FECER invited us to visit the dismantling site of 2 RBMK (Chernobyl-type) 1500MW reactors, commissioned in 1983 and 1987, which produced electricity for the Baltic States and Belarus until 2004 and 2009. The decommissioning of these plants was a prerequisite for Lithuania's accession to the European Union. The dismantling of these plants is largely subsidized by the European Union.

The decommissioning and waste management site we visited employs 1,500 people, some of whom were part of the 5,000 who worked at the time of electricity production. The trade unionists we met expressed their sadness at not being able to continue producing electricity. Some have gone abroad to work in nuclear power plants in Finland and Russia.

Audrius Kamenias, General Manager of the site, explained the status of the work and the dismantling schedule: for example, we have to deal with the equivalent of 17 Eiffel Towers of metal, 15 of which are contaminated. After decontamination, a large number of components are recycled.

Spent fuel is stored on site, before being finally disposed of in a few decades' time. Other low-level waste is conditioned and stored on site.

All these activities should enable the site to return to its original state by 2038.

Asked about the possibility of building new nuclear units, Mr Kamenias fears no opposition: the technology of these new plants would certainly be different from RBMK, and the working language would no longer be Russian. At Ignalina, the engineers and technicians have kept the Russian working language to avoid any mistakes that might be caused by the use of Lithuanian and Russian, notably by the different alphabets. FECER European Federation of Energy and Research Managers



The Ignalina power plant



Delegates in a control room

# FECER'S GENERAL ASSEMBLY

BY ROLAND GLIBERT, GENERAL DELEGATE NCK/CNC

At this GA, which took place at the FEDERMANAGER Italian union premises, Anne LASZLO succeeded Marco FALERI as President of FECER (Fédération Européenne des Cadres de l'Energie et de la Recherche).

The new president, who was previously Treasurer of FECER and Europe and International Delegate at CFE Energies France, thanked Marco Faleri of FEDERMANAGER for his involvement at the head of FECER.

The General Meeting unanimously approved the membership of the Hungarian trade union EVDSZ. The new Board of Directors comprises Anne LASZLO as President, Philippe HENDRICKX as General Secretary and Roland GLIBERT as Treasurer.

During the meeting, the CNC/NCK delegate gave a presentation on the hydrogen industry in Europe, its situation and prospects, which resulted in a position paper from FECER calling on the European Union to clarify its hydrogen strategy (see FECER website). The hydrogen theme should be explored in greater depth during technical visits in 2024.



Anne LASZLO and Marco FALERI

## MEETING FECEC IN MILAN

PAR JOHAN CRIEL, VICE-PRÉSIDENT NÉERLANDOPHONE DE LA CNC

On November 17, our colleagues from the Italian Framework Association organized our semi-annual meeting of the FECEC/FICEC, the international federation of executives of credit institutions. This meeting took place in Milan, not only the cradle of fashion, but also the cradle of banking in prosperous northern Italy.

Our host Antonella Allegrini of Banca Italia welcomed several representatives from France, Portugal, Spain, Poland, Italy and Belgium. Pierre Pirson, president and Johan Criel, vice president represented the NCK/CNC Belgium.

During the meeting, led by FECEC President Maxime Legrand, all countries had the opportunity to discuss the main issues/problems/opportunities.

From the CNCK, the main focus was on the upcoming social elections of May 2024, the general items of our memorandum and the specific issues from the banking sector.

Below is a brief summary of the items discussed:

The general issues from our memorandum:

1. The democratization of social dialogue.
2. The recognition of the CNCK in that social dialogue.
3. The specific defense of our executives. This includes proposals concerning our income/salary package as well as qualitative measures such as work pressure and work/life balance.
4. Diversity and inclusion
5. Pensions
6. And finally, some proposals to address the shortage of skilled talent.

Obviously, all these general themes are integrally applicable to the Banking Sector.

Following that, we also brought some items specific to the Banking Sector:

Banks and executives struggle with **excessive regulation**. The extreme regulations cause unrest among employees, they are afraid to make mistakes. Both banks, employees and customers are impacted by this. Control tasks that used to be done by the government, the government is now shifting to the Banks, making us the gendarmes of the government.

As CNCK, it is our intention to strive for a unified well-founded interpretation of the imposed rules across financial institutions. Cooperation and transparency is key in this matter.

*In addition, the government tends to put the banking sector in a negative light and wants more impact on services.*

*It is also engaging in unfair competition.*

*Early September, the government issued a one-year State note with a withholding tax of 15% instead of the 30% charged by banks for similar products. The State note was subscribed for more than 22 billion euros.*

*The government's impact on the Banks' results is increasing. This is also putting pressure on Bank employees. Cost cutting is weighing on all facets of employment of our executives.*

*CNCK wants a constructive debate with the government here.*

*Also with regard to e.g. the use of crypto currencies and fintechs, we experience unfair competition and as CNCK we want a thorough debate.*

*The next issue where we as CNCK have an important role to play is the focus on our aging executives. We want a realistic age-conscious personnel policy that respects our older executives. In the banking sector, about 40% of our executives are over 55 years old. Due to the fact that in the coming years everyone will have to work longer in an increasingly demanding work environment, we face major challenges in this area.*

*As CNCK, we want to contribute to this constructively.*

We notice that many of our items are also applicable in the other countries.

Overall, the following topics received a lot of attention at the FEC meeting:

- Regulation
- Artificial Intelligence
- Working from home
- Gender equality
- Digital evolution in the banking sector

From the FECEC, proposals were submitted at European level regarding working from home and a working group was set up to give more shape to gender equality at European level.

It was an interesting, constructive meeting with some important to-do's.

## CNC/ NCK: INFORMATION AND FACTS.

- The fourth trade union alternative that has been specifically defending the interests of professional and managerial staff since 1966.
- The CNC is an independent association.
- The CNC helps its members: per year +/-1000 individual interventions +/- 200 interventions at collective level.
- Gives a voice to it's members.

## OBJECTIVES OF NCK/CNC

- Improvement of working conditions for all workers including managers and executives
- The CNC/NCK is the only organisation that opposes fiscal and parafiscal discrimination.
- Defending our interests in a humanitarian context without belonging to a particular political party.
- Our association is fighting for legal recognition in order to be present at all levels of social dialogue.
- The defence of professional and managerial staff at European level through the European Confederation of Professional and Managerial Staff (CEC).
- Legal pension increased in relation to management contributions.

## SERVICES OF THE CNC/NCK

- **Individual juridical advise and assistance**
  - Conclusion of employment contract
  - Working out an amicable agreement
  - Secondment and modification of function
  - (supplementary) pensionplan
  - Evaluation of function
  - Dismissal and outplacement
  - Company car package
  - Restructuring
- **Collective services.**
  - Organisation of an executive association
  - Reorganisation in the company
  - Analysis of collective labour agreements
  - Closure or sale of the business
- **The NCK/CNC is present in the works council and supports candidates in social elections.**



### NATIONALE CONFEDERATIE VAN HET KADERPERSONEEL

Lambermontlaan 171 bus 4  
1030 Brussel

President:  
Pierre Pirson

Vice-presidents:  
Johan Criel (NL)  
Koen Grégoir (NL)  
Muriel Wery (FR)

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### JURIDICAL SERVICE

Nikolaas Van Steenkiste (N)  
Frédéric Baudoux (F)

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### NATIONAL SECRETARIAT

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JAARLIJKSE BIJDRAGE ( € )	Bankover- schrijving	Domiciliëring	
	jaarlijks	jaarlijks	maandelijks
Active members	145	135	11,5
Younger then 30 years	72	60	5,50
Pensionated	61	50	4,00
Unemployed with unemployment benefits, long-term sickness	72	60	5,50
Couples	165	150	13,50

Collaborated to this issue:

Philippe Hendrickx, Johan Criel, Pierre Pirson,  
Muriel Wery, Koen Grégoir, Pierre Ykman, Luc  
Vinckx, Roland Glibert, Judith Hanoune, Bas  
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