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46th General Assembly

Helsinki, 10 October 2025

Final Minutes

Minna Helle, **CEO of Technology Industries of Finland** and **Hubert Mongon**, the **Chair of Ceemet Board** welcomed the **participants** (*enclosure 1*), especially the newcomers to a General Assembly: **Pieter-Jan Germeaux** from Agoria, **Ville Leppaniemi** and **Henrique Laitenberger** from TIF as well as Marcus **Dalhsthen** from Teknikforetagen and Marcel **Marioni** from Swissmem who are rejoining the Ceemet circle after some years. The **agenda** was then approved with no further comments (*enclosure 2*).

Item 1 - National roundtable on major social developments: labour law and collective bargaining

Minna Helle introduced **Timo Jaatinen**, the **Permanent Secretary from the Ministry of Economic Affairs and Employment,** who presented the Finnish labour market and its recent developments (**slides** attached as per *enclosure 3*).

Timo Jaatinen provided an overview of recent developments in the Finnish employment sector. He began by noting that reforming labour legislation in Finland has traditionally been very difficult, with many issues remaining unchanged for decades. The existing legal framework in several areas dates back 40 to 50 years. However, a wave of reforms is now underway and it’s an uncommon situation driven primarily by two factors: Finland’s growing public debt and the need to sustain its welfare society.

Timo explained that while Finland maintains a Nordic-style welfare system, its economic performance has not matched that of other Nordic countries. To preserve the welfare model, the government has set an ambitious employment rate target of 80% by 2031.

The government’s reform agenda focuses on two main objectives: deregulating the labour market and lowering barriers to employment. Major legislative changes have been introduced to strengthen industrial peace, safeguard essential work, modernise the conciliation system, expand local collective bargaining, and update rules concerning cooperation within undertakings, termination on personal grounds, and fixed-term contracts. Additional adjustments have also been made to unemployment benefits, employment services, and skilled labour migration policies. A central element of the reform package was the improvement of industrial peace. This was achieved through three key measures: reinforcing sanctions for unlawful industrial action, restricting disproportionate solidarity strikes, and limiting the duration of political strikes. Many industries have faced a lot of political strikes. The current government decided that it was time to pass the reforms, with significant involvement of social partners. Since reforms, Finland hasn’t seen political strikes, very limited solidarity strikes, and on illegal strike.

Minna Helle (TIF, Finland) noted that when the government's labour market reforms were first proposed, trade unions in the metal sector organised a political strike lasting four weeks. Despite this resistance, companies impacted agreed that it was worth paying the price as the reforms were too important for the country.

Timo Jaatinen continued by explaining that ensuring essential work during industrial action was a central element of the reform package. In the past, sectors such as healthcare had been severely affected by strikes. Under the new system, parties are now required to negotiate and define what constitutes essential work, after which employers may apply to the courts to restrict industrial action in those areas. He added that the reform of the conciliation system, which entered into force in 2025, introduced a requirement for agreements to take into account their overall benefit to the national economy.

Another major reform has been the expansion of local collective bargaining. This includes extending the scope for company-specific collective agreements and promoting greater use of local-level negotiations within national frameworks.To lower the threshold for employment, particularly in small and medium-sized enterprises, the government has increased flexibility regarding the conditions under which fixed-term contracts may be concluded.

The reform of unemployment benefits involved reducing both the duration and the level of income protection. Eligibility requirements have been tightened, extending the work requirement from six to twelve months. The earning-related allowance now decreases in cases of prolonged unemployment, and overall benefit amounts have been reduced. Furthermore, responsibility for employment and economic development services has been transferred from central government to the local level. The goal is to bring services closer to individuals and businesses while leveraging municipal ecosystems to enhance efficiency and responsiveness.

Finally, a comprehensive approach to labour migration was adopted, focusing on improving Finland's international image and talent attraction, streamlining residence permit processes, and strengthening talent retention mechanisms.

Christoffer Skov (DI, Denmark) asked about the number of foreign workforces, to which the speaker replied around 400.000.

Erik Tierolf (FME, The Netherlands) asked the speaker about the anti-labour exploitation plans. **Timo Jaatinen** replied that whatever the legislation is, some companies and some sectors still violate them. It's more about inspection and sanctions than the law itself. But overall, Finland plans to increase sanctions.

Marcus Dahlsten (Teknikföretagen, Sweden) was wondering if there will be any backlash against these reforms when or if next year, social democrats come to power next year. **Minna Helle** emphasised that these employment reforms have been important and groundbreaking but are just the beginning. These reforms are so overdue that that are just putting together what has been broken.

After the input by **Timo Jaatinen**, members proceeded to the national roundtable.

Andreas Mörk (WKO, Austria) reported that Austria's economic situation remains difficult. GDP Growth increased very slowly with 0.3% (2025) and 1.1% (2026). Growth expected to average 1.1%

annually until 2030, slightly below the eurozone due to higher energy and labor costs. Labour market is still affected by recession: rising unemployment (15,000 workers lost in 2025) and stagnating employment in 2025; mild recovery in 2026. Despite persistent inflation above the eurozone average and declining competitiveness in the metal industry, social partners concluded a **two-year collective bargaining agreement** below the inflation rate, signaling the need for the government to curb inflation by limiting increases in public sector pay and pensions. Nevertheless, the negotiations were described as respectful and cooperative, highlighting progress in Austria's tradition of social dialogue.

Pieter-Jan Germeaux (Agoria, Belgium) explained that the global economic growth of Belgium is currently being slowed by US trade policy and international uncertainties, but a slight recovery is expected after 2026. Between 2025–2026, Belgium's economic growth should fluctuate around 1–1.2%, while inflation is projected to decrease to 2% or lower. Employment is expected to rise by 0.5–1%, below average, with job losses and restructuring continuing, particularly in the automotive sector. The government deficit is expected to reach 5% of GDP in 2025, rising to 6.5% by 2030, with public debt at about 120% of GDP. Despite reforms, public finances remain in the Achilles' heel of the economy. Weak growth and higher defence spending (to meet NATO's 2% target) are key contributors to the deficit. After the 2024 elections, a five-party federal coalition (3 Dutch-speaking, 2 French-speaking) took office in January 2025. The government's program combines economic stimulation and fiscal consolidation, though progress is hindered by financial constraints. Several major socio-economic reforms, long demanded by employers, have been adopted such as unemployment benefits limited to two years, but initially higher; expected trade union strikes, notice period capped at one year, retirement reform: age at 66 (67 from 2031), reduced pension assimilation for non-work periods, and bonus-malus system for working before/after the legal age; bridge pension abolished. The government has delegated several topics to social dialogue such as the reform of automatic wage indexation and wage restriction law by the end of 2026. Agoria is consulting members to decide whether to pursue sectoral agreements on meal voucher increases, a subject traditionally handled at company level but now expected to be a an union demand.

Christoffer Skov (DI, Denmark) presented the new collective agreement in Denmark, valid until 2028, which prohibits strikes and includes a 3.4% wage increase, surpassing 2.3% inflation and keeping wages competitive. Employment grew by 18,000 in the first half of 2025, with unemployment steady at 2.9%. Despite major layoffs, such as Novo Nordisk cutting 1/8 of its staff, unemployment is not expected to rise due to rapid rehiring. GDP growth for 2025 is forecast between 1.4% and 1.8%. Labour shortages in manufacturing have fallen to 8%, the lowest in five years, and exports remain stable. Reforms to the unemployment system will save €5 million. Trade unions are split over children's sick leave, and new bargaining rounds start in 2026. Local elections in November will shape business conditions. Denmark is expanding labour and investment recruitment to 16 non-EU countries, with a €40,000 minimum salary for third-country work permits. The retirement age is set to reach 72 for younger generations, sparking debate between unions seeking to lower it and employers wanting to maintain it — a key issue for the next elections.

Minna Helle (TIF, Finland), highlighted that Finnish companies are increasingly optimistic, even though growth remains modest, with GDP expected to increase by around 1% in 2025 and up to 1.7% in 2026. The technology sector is expected to recover by the end of the year, but major investments are still being delayed. US tariff decisions are creating considerable uncertainty, with 50% tariffs on more than 400 products, including steel and aluminum, hurting Finnish exporters. SMEs are struggling to calculate aluminum content, and some companies are considering relocating their production to the US. The agreement between the EU and the US provides little relief, prompting calls for urgent renegotiation by the EU. On the political front, elections scheduled in a year and a half could see the Social Democrats oust the current centre-right coalition. This is pushing the government to implement reforms to please everyone. So, on the one hand, the government is encouraging investment by reducing corporate tax (from 20% to 18% by 2027) and increasing RDI spending, but on the other hand, it has alarmed industries by suddenly quadrupling the mineral tax, particularly for technology industries. A proposal for a sugar tax was withdrawn after a strong backlash. The TIF supports the EU's ambitious climate goals and an increase in the MFF only for defence, security and innovation. It has launched a 'Resilience Forum' to strengthen crisis preparedness and supply chain security. The "flexicurity model" is under review and the national collective agreement guarantees social peace until November 2027, although political strikes remain legal.

Hubert Mongon (UIMM, France) noted that the current political situation is highly concerning. France faces an institutional crisis as the 2026 budget deadline (October 13) seems impossible to meet, deepening uncertainty and harming businesses. Despite political instability, modest economic growth is expected—0.7% in 2025 and 0.9% in 2026 (Rexecode). INSEE reports a sluggish business climate (index 96), with weak industrial orders except in aerospace. High inventories and tight finances hinder investment, which has declined in five of the last seven quarters; spending on transport and capital goods has dropped by 9% and 13.5% since mid-2023. In the metal sector, temporary jobs rose slightly (+3,900 in Q2 2025), but total employment continues to decline. Redundancies and short-time work requests persist in automotive, machinery, and metal industries. At sectoral level (MET), wage negotiations for 2025 failed, likely worsening tensions. The minimum wage scale for 2024 remained applicable in 2025. Social dialogue on minimum wages for 2026 will resume at the end of the year.

Indra Hadeler (Gesamtmetall, Germany), explained that Germany's economic situation remains worrying, with growth expected at just 0.2% in 2025 and the MET sector in recession for 10 months. Since the 2019 employment peak, the country has lost around 250,000 industrial jobs. Even large firms are struggling. The unemployment rate stands at 6.3%, while the business climate and investment levels continue to decline. Many R&D departments are relocating abroad, likely permanently, reflecting a broader loss of competitiveness due to high energy prices, labour costs, and rising social contributions. Social security spending will reach €197 billion in 2026, already 42% of gross wages and projected to rise to 50%, prompting calls for reform. Some social measures have been agreed upon, such as sanctions for long-term unemployed people not attending job center appointments and allowing retirees to earn up to €2,000 monthly without affecting pensions. Decisions on the automotive sector, particularly combustion engines, are pending EU guidance. The next major collective bargaining round in 2026 is expected to be tense, with unions under pressure ahead of their 2027 internal elections. Growth is expected to rise modestly by 1.3% next year. Despite talk of administrative reform and digitalisation, progress remains minimal.

Laszlo Deak (Mageosz, Hungary) started with informing the members about the economic situation in **Hungary**. The growth next year is expected to amount to 2.3%; the challenge is that inflation is still high at 4.3% with the unemployment level at 4.4%. In July, the wage growth increased by 9%, the key driver being a double-digit increase of the statutory minimum wage. The tripartite negotiations on the statutory minimum wage has a significant direct and indirect impact on wage levels across the MET sector He then shared his impressions of a study trip to China, especially regarding the energy sector. Social development in the Hungarian MET sector is largely defined by a high degree of employment flexibility and decentralized labor relations (less than 10% of the workforce are member of a trade union; low collective bargaining coverage of around 20%), coexisting with new regulatory pressures from the EU to strengthen sectoral social dialogue and collective bargaining. While daily labor relations are company-specific, the key development is the potential, driven by the EU, to move away from purely company-level arrangements toward more sectoral-level regulation in the future. Important labour law changes, focusing primarily on implementing EU directives, increasing flexibility, and adjusting to labor market needs.

Eva van der Boom (FME, The Netherlands) shared that in labour intensive manufacturing companies with high energy costs are struggling in the **Netherlands** due to wage developments and economic uncertainty. Defence is a growth market, but contracts require investment. Due to political instability, there is constant volatility in the industrial strategy. Germany is the most important trade partner of the Netherlands, followed by the US. R&D investment remains behind, even though there is a big need for it. Major developments in labour law include strengthening the labour market structure, strong enforcement on false self-employement and selective labour market strategy with a focus to attract highly skilled migrants while limiting low-wage migration.

Erik Tierolf (FME, The Netherlands) informed members that collective agreement negotiations are expected to be challenging. Studies show there was a 5,5% puchasing power increase last year. Inflation is currently 3,3%. The unions are demanding a 7% wage increase and propose measures that would reduce productivity. Employers, facing limited room for wage increases due to the disappointing economic situation, are seeking agreements that would actually boost productivity.

Yolanda Sanz Martin (Confemetal, Spain) informed members that Spain has a healthy growth in economy which is not met by growth in employment. While GDP growth projections from the European Central Bank are 0.9% in 2025, 1.1% in 2026 and 1.3 in 2027, the Bank of Spain predicts 2.6% in 2025, 1.8% in 2026 and 1.7 in 2027. Inflation in Spain was 2.8% in 2024 with projections of 2.5% in 2025, 1.7% in 2026 and 2.4% in 2027. However, the unemployment rate is 10.29%, with youth unemployment reaching 24.5% in 2025. Nevertheless, the shortage of skills in the sector and more specifically the shortage of young talent in the industry remains high. To attract young people to the MET sectors, social partners launched a 'Metal Generation' project. Changes to parental leave entitlement have been implemented. Congress recently rejected a bill proposing to reduce the standard working week to 37.5 hours, sending it back to the government. The Ministry of Labour has already initiated steps to regulate the implementation of electronic working time records by means of a Royal Decree.

As regards provincial collective agreements, the average agreed wage variation is 2.91% for all agreements with economic effects in 2025, with 2.89% for revised agreements and 3.22% for newly signed collective agreements. If this trend continues, the average increase will exceed the inflation forecast for this year, which, according to the Bank of Spain's in the latest report, is expected to be 2.5%. The average annual working time in the sector is 1,744.20 hours. At national level, Confemetal and the trade unions are bargaining the revision of the national collective agreement for the metal sector (or framework agreement for the sector), which regulates the organisation of certain general aspects of collective bargaining in the sector. The negotiations will most likely not be concluded this year.

Marcus Dahlsten (**Teknikföretagen, Sweden**) presented the recent outcomes of the **Swedish** Collective Agreement in the MET industries. The new CA is valid for 3 years until 31 March 2027 April, the cost is 3.4% for 2025 and 3.0% for 2026 with salary review takes place on 1 April 2025 and 1 April 2026. Apart from salary increases, a key issue has been the reduction of working time, which is currently a hot topic on the Swedish labour market. There is a different approach between the blue and the white collars approach from the trade unions. The blue-collar trade union (LO) prioritized differently, aiming to increase pension contributions to the sectoral collective pension scheme (“part-time pension”). However, working time reduction remains a key issue for them as well even if they have simply pursued a different strategy to reach this goal. LO could consider advocating for a reduction of working time through legislation, with sectoral collective bargaining as a fallback option. They would most likely start in the manufacturing and tech industry, thereby setting a benchmark for other sectors to follow. The white-collar trade unions, on the other hand, are most likely to negotiate working time reductions within sectoral collective bargaining, maintaining the link between wages and working hours. They strongly pushed for further reductions through an expansion of the time bank system in our collective agreements. A mandatory reduction in working time without a corresponding pay adjustment would pose serious challenges for Swedish industry. Such a reduction would weaken Sweden’s competitiveness at a time when we need to move in the opposite direction. Teknikföretagen is working intensively to present facts and arguments.

Marcel Marioni (Swissmem, Switzerland) mentioned that economic outlook remains fragile. Weak demand forces companies to seek to diversify exports towards India and Mercosur. The tech sector accounts for around 6% of total employment in Switzerland. The US tariff measures are hitting exports hard: 39% tariffs on most Swiss imports, and 50% on steel and aluminium, have led to a 3.1% drop in US exports in Q2. A prolonged tariff regime could cause the collapse of CHF 10 billion in annual exports and up to 30,000–35,000 additional job losses (3,000 already lost in recent months). Stabilising trade relations with the EU is therefore a key priority.

Marcel also mentioned that Swissmem supports the EU-Switzerland agreement, provided Switzerland’s liberal labour market is maintained. The agreement ensures near barrier-free access to the EU single market (55% of Swiss tech exports), improves energy cooperation through electricity agreement, and secures participation in Horizon Europe. It introduces a balanced dispute-resolution system and limits the dynamic adoption of EU law to five internal market areas. Concessions include higher cohesion payments, limited flexibility on free movement of persons, and rejection of Erasmus+ due to cost. Negotiations concluded in December 2024.

Marcel Marioni also mentioned that the popular vote scheduled for spring 2027 is expected to bring more political stability. The labour market remains steady, with wages regulated through collective agreements rather than a national minimum wage. Inflation is low (0.2%) and wages are rising modestly (~1%), despite trade unions pushing for higher increases. The Collective Employment Agreement for the metal industry remains valid until June 2028. Discussions continue on introducing more flexible working hours, while wage regulation remains largely decentralised at the cantonal level. The Young Socialists’ “For the Future” initiative, proposing a 50% tax rate for millionaires, will be put to a referendum in November 2025. Swissmem strongly opposes the proposal and is leading a “No” campaign, warning of its potential harm to family-owned businesses. **Minna Halle (TIF)** asked what would happen if it were voted in referendum. **Marcel** answered that if it passes the vote, will be implemented in 2 years' time.

Richard RUMBELOW (MakeUK) reported that on 19 May 2025, the UK Government and the EU held their first joint summit since Brexit, adopting a Joint Statement and Common Understanding establishing a new UK–EU Strategic Partnership, as well as a UK-EU Security and Defence Partnership. This includes commitments for cooperation in areas such as trade, security and defence, emissions trading, youth mobility, food safety (SPS), law enforcement, and migration. Negotiations will progress through 2025–2026 once the EU finalises its mandates, with some issues requiring new treaties or UK legislative change. Both sides reaffirmed commitments under the Trade and Cooperation Agreement, including fisheries and energy, and will undergo a technical review in May 2026.

Turning to the economy, Richard noted that UK manufacturing has rebounded in 2025 after a weak period, with output, exports, investment, and recruitment all increasing. Export orders are driving growth and business confidence has improved, and the US has regained its position as a key market. However, skills shortages (around 46,000 unfilled vacancies costing £4 billion annually) and rising costs continue impacting negatively the sector. Inflation and energy prices remain high, and many firms have raised prices to offset pressures. Growth is expected to remain fragile in 2026 despite a more optimistic short-term outlook.

Politically, Richard described a period of volatility and fragmentation. The Labour government, elected in 2024 with a large majority, has experienced a sharp drop in support after one year, with Reform UK emerging as a strong populist challenger, leading in several polls and local elections. The government faces challenges in maintaining confidence amid economic pressures, rising taxation, and limited policy delivery. Key priorities include economic growth, public service reform, and cost-of-living relief.

Business confidence has been affected by higher employment costs following increases in the national minimum wage, employer social contributions, and new employee rights proposals. The upcoming budget discussions in autumn will be critical, as forecasters expect weaker growth and potentially higher taxes, already set to reach record levels by 2027–28. Ongoing visa reforms will tighten migration by raising salary and skills requirements and English language standards. Richard also added that Make UK welcomed the government's new industrial strategy, which addresses energy costs and training.

Item 2 - Adoption of minutes of 45th General Assembly, 6th May 2025

The minutes of the 45th General Assembly were sent to the members with circular 135/25. They were approved at the meeting for the record.

Item 3 a - Revision of the budgetary rules – as from 2027

For several months, the members have been trying to find a solution to ensure the sustainability of the Ceemet budget while supporting the members in difficult situations. The idea was to identify a long-term alternative to the protection clause which was not considered a suitable solution anymore by a large majority of members.

Delphine Rudelli presented the solution recommended by the Board after their meeting of 15 September 2025:

- **the normal fee levels are reintroduced for all members but,**
- **the Ceemet membership fee cannot exceed 4% of the national budget**
- **this rule doesn't apply to members already falling under another special measure (e.g. the Eastern countries).**
- **a cumulative clause is added: no member can pay an annual fee lower than the one paid in 2025.**
- **the system will be reviewed in three years to assess its efficiency.**

- **the new rules apply as from 2026.**

Decision: **the above-described budgetary rules are approved unchanged.**

Item 3b - Adoption of Budget 2026

Delphine Rudelli explained that the Board recommendation for the proposed budget for 2026 foresaw an increase of 5,8%. This increase is due mainly to two factors: the indexation of the wages and the change of working time of Hilde Thys from 80% to 100% budgeted as from July 2026. Delphine also explained that in order to save some money, Ceemet will be moving as from 1st January 2026 to cheaper offices.

Decisions:

1. **The General Assembly adopted the budget for 2026 with an increase of 5,8% (as shown in *enclosure 4*).**
2. **The move of the Ceemet offices to Square de Meus, 38/40 1000 Bruxelles is approved by the 46th General Assembly.**

Item 3c - Adoption of Contribution 2026

Delphine Rudelli presented the proposed contributions for 2026 (***enclosure 5***). They contain two elements: an increase of 5% and an increase of the coefficient point of 0.5 for France, Germany, Turkiye and the United-Kingdom. This last increase is extraordinary and shall not be automatically repeated in the forthcoming years.

Stefan Vanhaverbecke (Agoria) said that they understand the difficult situation of Ceemet and members and appreciate the efforts of everyone. However, he also insisted that Agoria has difficulties accepting the 5% increase though he will not oppose a veto. **Delphine Rudelli** replied that she understood the concerns but that without such an increase the organisation couldn't continue running with the current staff (as no other budgetary lines were increased).

Decisions:

1. **The contributions for 2026 will be increased by 5%;**
2. **France, United-Kingdom, Germany and Türkiye will be applied 0.5 point on top of their current coefficient.**

Item 3d - New rules for the composition of the Board

Delphine Rudelli explained that, in order to take into account the evolutions in the Board, the members propose to modify the Board membership conditions as follows:

- Members can obtain a seat as a permanent member on the Board when they pay contribution fee level 5 (and not 6 anymore);
- When a regional group reaches a total amount of 10 points of contributions, members can obtain a second seat. It will be the case for the Nordic Group as from 2026.

As no questions are raised, the new rules are adopted with no changes.

Concerning the composition of the Board, the **General Assembly also approved the replacement of Kareen Vaisbrot by Marcel Marioni (Swissmem) for the Central Group.** His mandate will run until the end of Karen Vaisbrot's current mandate (end of 2027).

Item 4 - Review of the Ceemet Employers' Strategy

Viktorya Muradyan (Ceemet) presented an update on Ceemet's strategy to strengthen the voice of employers in Brussels, a framework initially endorsed at the organisation's 40th General Assembly in Berlin in October 2022. Over the past three years, the Secretariat has been implementing this strategy through a detailed implementation plan. The objective now is to review progress, assess whether the implementation plan remains fit for purpose, and identify any areas requiring adjustment. Members received the updated version in advance of the GA.

Viktorya noted that while the structure of the document remains unchanged, several elements have been streamlined, merged, or updated to align with current priorities. To make the document easier to follow, a new section has been introduced entitled "Main achievements of the previous semester and main actions to come," summarising key developments and upcoming initiatives. Some items have also been moved from the section on European institutions to communication, to better reflect their cross-cutting nature.

In terms of content, the institutional section now focuses less on the number of meetings and more on building working relationships with Members of the European Parliament, political groups, and policy advisors, Council and Commission DGs. Actions referring to the European elections have been removed. Similarly, the EEN and Inner Circle sections have been condensed, while the communication section has evolved into "Outreach and Events", grouping all media and press work under a single action.

Viktorya concluded by emphasising that the document remains a living tool, updated ahead of every General Assembly to ensure Ceemet's strategic actions continue to reflect the changing political and institutional landscape.

Delphine Rudelli (Ceemet) asked whether the members had any questions or comments, considering the updated implementation plan is a first step toward the revision of the Ceemet strategy in 2027, which will start in 2026.

Minna Helle (TIF, Finland) opened the discussion by addressing developments related to Artificial Intelligence in the workplace. She noted that the European Parliament remains particularly challenging on this file, making strong and coordinated lobbying essential. Efforts are ongoing in close cooperation with other organisations to ensure consistent positions on AI, industrial policy, and employment issues. Minna also raised the question of whether additional action could be taken at national level, including through cooperation with BusinessEurope.

Delphine Rudelli (Ceemet) agreed on the importance of close coordination with other employers' organisations. Despite going through a crisis with BusinessEurope, there is a strong collaboration within the European sectoral employers' organisations. She underlined that Ceemet works regularly with sectoral associations such as FIEC and ECEG, particularly on files like subcontracting. While relations with BusinessEurope have improved and joint advocacy efforts have intensified, she pointed out that cooperation sometimes remains one-directional, with sectors being called upon mainly when needed. Informal exchanges between BusinessEurope and other stakeholders are not always shared transparently. BusinessEurope is currently working with the trade unions on their social partners programme for the next 4 years. Unfortunately, sectors do not know how these discussions are going and which (binding) topics are envisaged.

Delphine Rudelli said that some organisations still reject closer cooperation, citing resistance from their members. Although cross-industry relations have improved, full coordination remains inconsistent. Trade associations' engagement varies: some, like the automotive sector, cooperate closely, while others, such as Orgalim, present challenges due to differing memberships. Overall, members agreed that there is room for improvement in cooperation among employer groups.

Minna Helle added that national federations, including TIF and the chemical sector, could encourage their umbrella organisations to push BusinessEurope further, while maintaining vigilance regarding its initiatives.

Richard Rumbelow (MakeUK) asked how has access to the European Parliament and Commission changed since the elections and whether they are receptive to Ceemet messages?

Delphine Rudelli observed that while dialogue with institutions remains possible, it is often unproductive, as they tend to draw conclusions without genuine listening. She referred to recent talks with Commissioner Minzatu's cabinet the week before the GA. In the case of the Omnibus simplification initiative, despite expectations, the outcome was less favourable for companies. She noted that trade unions continue to exert strong influence, and divisions within the European People's Party (EPP) further complicate the political landscape. Delphine mentioned that we need to find other strategies to convince them.

Indra Hadeler (Gesamtmetall) emphasised the need to present well-founded, evidence-based arguments to counterbalance ideological positions in Parliament, which often reflect a protectionist mindset. She welcomed the role of the EEI and its studies in providing facts and analysis to support employers' arguments.

Hilde Thys (Ceemet) added that the volume of legislative proposals driven by the European Parliament has increased sharply, largely under trade union pressure. MEPs frequently attach draft directives directly to parliamentary reports.

Henrique Leitenberger (TIF, Finland) highlighted the negative impact of certain employment and social policies initiated by Commissioner Minzatu, which have also started to frustrate the Commission itself. He stressed the need to maintain pressure on MEPs, as well as on other committees and Directorates-General, to counterbalance the EMPL Committee's & DGs' influence and ensure alignment across institutions.

Delphine further mentioned that within the current mandate, some EPP MEPs are beginning to form internal coalitions to oppose certain reports inconsistent with their political values. Although this is a slow process, it could provide long-term opportunities for cooperation.

Viktorya concluded that social topics are increasingly absent from public debate in Brussels and receive little media attention, making it difficult to build visibility. She noted that communication efforts may need to be reframed through broader themes. She mentioned that cooperation with far-left or far-right MEPs remains unfeasible, while constructive engagement can still be pursued with individual members across other political groups. Institutional contacts remain accessible, but officials increasingly request concrete case studies and examples. Short consultation and amendment deadlines, often only a few days, pose additional challenges for timely input and coordinated advocacy.

Item 5 - AI at Work: Unlocking productivity gains while navigating regulatory pressures

Delphine Rudelli (Ceemet) highlighted that Ceemet published its position paper and a survey report on AI in the workplace. She added that AI is high on the agenda, with many initiatives being launched. Commissioner Minzatu as well as MEP Bula are pushing for a directive on this topic.

Henrique Laitenberger and Ville Leppäniemi (TIF, Finland) gave a presentation to explain why AI is a policy priority for TIF both at the national and EU levels. They noted that TIF has invested €13.21 million in AI projects in Finland, emphasizing that adopting AI is essential for businesses. They also provided an overview of the legal landscape at both the EU and national levels. They concluded that additional EU legislation is unnecessary, as the AI Act still needs to be implemented and the existing EU framework is technology-neutral and sufficient to address potential misuse of AI in the workplace. **TIF's presentation** is attached as per *enclosure 6*.

This presentation opens the discussion and updates from the Ceemet' members.

Minna Helle (TIF, Finland) added to the presentation that EU companies ability to use AI is crucial. EU is lagging behind, and if there are restrictions on the use of AI, that poses a problem. Compared to the United States, EU is too slow, and this needs to be addressed. She gave the example of labour exploitation that has been a topic of discussion this week in Finland. Workers in maritime construction are either unpaid or not fully paid. These cases involve companies in the third or fourth tiers of subcontracting chains. For example, workers may use someone else's tax number. If facial recognition were permitted, such practices could not occur. This is a major issue in the fight against the shadow economy and also has implications for health and safety.

Delphine Rudelli (Ceemet) added that regarding the subcontracting chain, this is a problematic example because trade unions are likely to raise concerns with us.

Delphine introduced the point of the discussion by explaining that AI has been on Ceemet agenda for a long time. It began within Ceemet when it established the working group and became the first sector to initiate a dialogue with trade unions on AI. Delphine explained that Ceemet also worked, a few years ago, on the Platform Directive, which included provisions on algorithmic management. At present, developments are moving very rapidly. The European Commission claims to have identified legislative gaps and intends to act on them. However, our position is that *there are no legislative gaps*. In this debate, we will need to build alliances and find supporters in committees other than EMPL — particularly in ITRE and IMCO — with members who share our views and understand what is at stake. Delphine reiterated the discussion point on AI topic to know if this matter is of importance for the national government or the trade unions.

Pieter-Jan Germaux (Agoria, Belgium) explained that, at the government and political level, there are currently no new initiatives on AI, as attention is focused on other priorities such as the budget deficit. However, discussions are taking place in the context of ongoing negotiations. The existing collective agreement on new technologies provides a solid framework, which stakeholders are inclined to maintain, though there is a growing tendency to take further action on the topic. At the sectoral level, in the Agoria MET industry, discussions have not yet started. In the digital industry, trade unions are calling for stronger regulation of AI, but so far, no concrete texts or rules have been developed.

Marcus Dahlsten (Teknikföretagen, Sweden) presented the latest survey, conducted in spring 2025 by Teknikföretagen which shows that around 6% of medium-sized companies use AI, though in practice most adoption relates to automation. There is currently a strong demand for workers, particularly in the transport sector, where trade unions have put forward demands concerning blue-collar workers—unlike in other industries. Teknikföretagen regularly monitors how digitalisation and AI are used across member companies. The 2025 survey found that technology industry firms increasingly integrate sensors, robots, and data analytics systems with cloud services and AI. AI adoption varies widely: about 25% of small companies use AI, nearly 60% of medium-sized ones, and around 75% of large companies. Larger firms lead in AI use, but implementation is slowed by two main challenges — limited AI expertise and insufficient internal capacity to prioritise the technology.
AI is mainly applied in production-related processes such as automation, decision support, monitoring, optimisation, and detecting or preventing disruptions. Regarding trade unions, AI is not yet a major issue, and no specific demands have been raised. Generally, Swedish unions are open and positive toward new technologies, recognising their importance for competitiveness. However, privacy and personal data protection remain key concerns for both white- and blue-collar unions, especially in relation to background checks and drug testing in recruitment or employment. These concerns could make AI a more sensitive topic in the future, particularly in HR and employee management. Marcus believes that Ceemet's position paper on artificial intelligence in the workplace calls for clear and consistent rules without double regulation, a human-centred approach, and a strong emphasis on skills, innovation, and social partnership.

Indra Hadeler (Gesamtmetall, Germany) highlighted that Gesamtmetall is member of the EEI. The EEI is actively working on the topic through the "AI @ Work" project, which includes business case studies, best practices, and dedicated research on competitiveness and human resources. According to our survey, the situation remains somewhat unclear—some companies claim to be using AI when they are not, while others use it without identifying it as such. The project is particularly useful for SMEs, as it helps increase awareness and acceptance of AI technologies.

Trade unions are also involved in discussions, focusing on co-determination and a human-centric approach. They insist that humans must always remain at the centre of decision-making processes and that resources should systematically verify and monitor AI systems. However, this concept of a "human-centric approach" still needs clearer definition. Trade unions view AI use in human resources as particularly sensitive and have expressed strong concerns—either calling for a complete ban on AI in HR or demanding full transparency over how AI systems are programmed and applied.

Christoffer Skov (DI, Denmark) said that there is no political pressure from the Danish government on AI legal framework. Digital sovereignty is a concern, as China and the US are already far ahead compared to the EU. However, barriers and frameworks are already in place at EU level.
There is no pressure from trade unions regarding AI regulations, and the topic was not raised during our collective bargaining negotiations. It has only been mentioned in some sectoral agreements.

Overall, there have been no firm legislative demands from trade unions, and we are confident that neither Danish trade unions nor the government will introduce any new measures.

Marcel Marioni (Swissmem, Switzerland) explained that the government was not putting any pressure on the AI, and neither do the trade unions. Ratification of the Convention of the Council of Europe only concerns public sector players; in the private sector, measures may include self-disclosure agreements or industry solutions. If the legislation is too strict, we will lose competitiveness. This is not an issue that concerns the trade unions at the moment.

Richard Rumblelow (Make UK) explained that UK companies are not automatically covered, unless the UK companies have a subsidiary in the EU. GDPR currently applies to the UK. On 6th of December, there will be a review of its continuation. A reason for the change is that in terms of digitalisation, our last statistics show that the UK is late for digitalisation. There will be AI regulations in the future. The visit of President Trump to the UK meant a significant impulse of US companies in the UK.

Hubert Mongon (UIMM, France) informed members that the trade unions' position has multiple facets: fair redistribution, working conditions and skills alluding to the quality of the working environment. The quality of social dialogue is crucial for trade unions. The quality of training for people and ensuring we are on the right subject at the right time. It is a step-by-step methodology. He concluded by sharing that UIMM launched a special project for UIMM lawyers, to take up using AI in their work.

Laszlo Deak (Hungary) referred to the OECD who look from helicopter view. For Hungary, he mentioned that government established competence plans regarding digitalisation, including training. Based on the available information, the adoption of AI and data usage among Hungarian SMEs is accelerating. SMEs that use AI can gain a significant competitive edge. As AI models are largely data-driven, the availability of digital data is essential for the successful implementation of AI. In summary, while Hungarian businesses are lagging in digitalization according to the European Commission, the deliberate and strategic introduction of AI can secure them a significant competitive advantage in the domestic market.

Eva Van der Boom (FME, Netherlands) referred to two issues that are relevant. The first one concerns the evolution in demographics, where the use of labour migration and the use of AI can help to increase productivity. **Erik Tierolf** added that there seems to be a gut feeling on the dangers of the technology without checking the risks. The Trade Unions in our sector want this in on the agenda, to discuss how to reduce ethical risk on algorithmic management. These are company level competencies now; however, this could change.

Andreas Mörk (WKÖ, Austria) gave input how Austrian industry faces the dual challenge of rapid technological changes of AI integration in e.g. production, logistics and HR on the one hand, while a strict EU regulatory environment emerges, with new initiatives coming. Austrian industry can handle pressures, prepare for new rules, and use AI responsibly by staying updated on AI initiatives; training employees and teach workers how to use AI safely; putting humans first since the use of AI is to help people, rather than replace them; setting clear rules through internal guidelines for fair and safe AI use; collaboration and work with other companies and experts to share ideas; and by checking risks, look for possible problems and fix them early.

Henrique Laitenberger (TIF, Finland) mentioned that is has become an EU topic. He referred to a recent meeting with the minister of employment, and that it is not deemed a priority at national level. He urged the members to check this as well with their national governments to discuss this. In the European Parliament, there is a vote scheduled in the EMPL Committee on 11 November, followed by Plenary in the last week of November. We hope for help from other Committees.

Viktorya Muradyan (Ceemet) concluded that the new ApplyAI strategy and increased focused on innovation and AI funding is a very good signal from the Commission and an opportunity to push for anti-legislation approach.

Item 6 - Ceemet main activities

Delphine Rudelli (Ceemet) provided an update to the members on the European Employers' Institute (EEI) and on the main lobbying activities followed by Ceemet on the key files.

Delphine mentioned that the EEI has now been operational for one year. It started with nine members and has since grown to eighteen, half of which are European organisations and half national ones. While this represents solid progress, it was noted that further expansion remains necessary.

In terms of recent activities, two studies were published by EEI in September. The first, on subcontracting, was not initially planned but has proven to be a success. It received very positive feedback from stakeholders for being concise, easy to read, and written in an accessible language. The timing of the publication coincided well with discussions in the European Parliament, which further increased its relevance. To be noted that BusinessEurope was particularly pleased with the study, expressing strong appreciation and helping to disseminate it widely. The second study, on productivity, was prepared in collaboration with Rexecode and a French researcher. The second publication in the series of three productivity studies will be published by the end of October, followed by another by the end of November. To mark the completion of this series, an event will be organised on 4 December in Brussels to present the studies. This will also serve as a networking opportunity and a means to raise the EEI's visibility within the EU policy environment.

Delphine Rudelli also added that the EEI is also advancing work on a project AI@work, dedicated to Artificial Intelligence. The first outcome, focusing on AI regulation, is expected by the end of October. This will be followed by the publication of business cases and interviews with company representatives illustrating how AI is being used in practice and why it is important for business. Two surveys are planned for 2026, to be carried out in all 27 EU Member States, exploring the relationship between AI and skills. The results of these surveys are expected to be finalised by mid-2027.

Looking ahead, the Institute has requested EU funding for work on mental health. Members agreed on the importance of addressing this issue carefully, ensuring that it does not lead to a legislative proposal. A study on this topic is foreseen for March or April next year. In addition, the Commission is reportedly considering a directive related to extreme heat and temperature conditions at work, an issue the EEI will continue to monitor closely.

The next meeting of the EEI Board is scheduled for January 2026. During the latest Board meeting, several ideas were raised for future work, with a shared view that it will be important to maintain a good balance of topics that reflect the interests of the broader membership.

- **Subcontracting**

Hilde Thys (Ceemet) introduced the topic, noting that the current draft of the 2025/2133(INI) Addressing subcontracting chains and the role of intermediaries in order to protect workers' rights', presents serious concerns for employers. The text highlights perceived risks linked to subcontracting, particularly in sectors such as construction, and proposes restrictions intended to prevent social dumping. However, such limitations would pose significant challenges for companies operating across various industries.

Hilde made a reference to the EEI study on subcontracting published in September, which provides a comprehensive overview of the topic. The study underlines that subcontracting covers a wide range of situations and that the definition used in the legislation is therefore crucial.

It was reported that Ceemet and its members are actively engaging in the legislative process by preparing amendments and conducting lobbying activities. Two central issues have been identified: first, the proposed limits on the levels of subcontracting, and second, the question of the joint and several liability throughout the whole chain of subcontractors. A key concern remains how to draw the boundary of what constitutes subcontracting; for example, whether service providers such as cleaning staff would fall under this definition.

Delphine Rudelli also emphasised that many policymakers appear to lack a clear understanding of how subcontracting functions in practice. Their intention is to prevent exploitation, but in reality, most of the abuses arise from criminal or illegal activities, notably in certain high-risks sectors. She stressed that the focus should therefore be on proper implementation and enforcement rather than additional restrictions on legitimate business operations.

Overall, members expressed strong concern about this legislative file, noting that despite ongoing efforts, it remains difficult to persuade policymakers of the unintended negative consequences of the proposed approach. The issue will continue to be closely monitored, with coordinated advocacy actions planned to influence the upcoming discussions.

- **Just transition**

Delphine Rudelli mentioned that the Just transition file popped up a few weeks ago, in the form of an own initiative report calling for a directive. It has provisions on information and consultation, the right to training, and more. This signifies that the institutions want to solve all of this through legislation. It remains to be seen how the file develops.

- **EWC and Traineeships Directive**

Both have been adopted by the Plenary and it's not good news for the employers.

- **eDeclaration**

Delphine Rudelli mentioned that the only good news is the European Parliament's approval of the eDeclaration mandate: it's moving well and quickly and will be useful for Ceemet member companies. She encouraged members to convince their government to use this tool when it is out, as employes have asked for it.

- **Ceemet position paper on investment**

Delphine Rudelli asked if there were any other comments on the paper and as they were none, it has been approved by the General Assembly. It will be published the following week.

- **Right to disconnect and telework**

Hilde Thys mentioned that the file is quite worrying and that Ceemet took all concerns on board in the opinion it provided to the Commission and the input on the second stage of consultation.

b. Date of the 47th General Assembly

The **47th General Assembly** will take place in **Istanbul** and will be preceded by a diner. It will be the occasion to visit MEXT, AI centre. GA will be combined with meeting of AI working group.
Dates will be proposed via Doodle.

Yolanda SANZ MARTIN (Confemetal) suggested organising 48th GA in Madrid, 15-16 October 2026. Everyone blocked the date. As no other items were raised, the Chairman thanked Minna Helle, TIF and the participants and closed the 46th General Assembly.

Brussels, October 2025

Hubert Mongon Chair of the Board of Directors	Delphine Rudelli Director General

Enclosures:

1. List of participants
2. Agenda
3. Presentation Timo Jaatinen
4. Proposed budget 2026
5. Proposed contributions 2026
6. Presentation TI – AI

ENCLOSURE 1 – 265/25 – 03/11/2025

46th General Assembly

10 October 2025, Helsinki

List of participants

AUSTRIA (WKO)	Mr. Andreas **MÖRK –** Division Manager
BELGIUM (Agoria)	Mr. Pieter-Jan **GERMEAUX –** Manager Social Dialogue & Politics Mr. Sephan **VANHAVERBEKE –** Strategic Advisor Social Dialogue & Politics
DENMARK (DI)	Mr. Christoffer **SKOV –** Director
FINLAND (TIF)	Ms. Minna **HELLE** – CEO Mr. Janne **MAKKULA** – Executive Director, Labour Market, Entrepreneurship & Regional Operations Mr Ville **LEPPÄNIEMI**- Legal advisor Mr. Henrique **LAITENBERGER** – Head of EU Affairs
FRANCE (UIMM)	Mr. Hubert **MONGON** – Director General Ms. Lucile **UHRING** – Head of European and International Affairs
GERMANY	Ms. Indra **HADELER** – Managing Director International Relations and Education (Gesamtmetall)
HUNGARY (MAGEOSZ)	Mr. Laszlo **DEAK** – Managing Director
NETHERLANDS (FME)	Mr. Erik **TIEROLF** – Head of Employment & Labour Market Ms. Eva **VAN DER BOOM** – Policy advisor Labour market & Education
SERBIA (Serbian Association of Employers)	Mr. Srđan **DROBNJAKOVIĆ** – Director
SPAIN (Confemetal)	Ms. Yolanda **SANZ MARTIN** – Director International
SWEDEN (Teknikföretagen)	Mr. Andreas **EDENMAN** – Chief Legal Officer Mr. Marcus **DAHLSTEN** – Chief Negotiator

SWITZERLAND (Swissmem)	Mr. Marcel **MARIONI** – Head Employer Politics
UK (Make UK)	Mr. Richard **RUMBELOW** – Director of International Business
Ceemet	Mrs. Delphine **RUDELLI** – Director General Ms. Viktorya **MURADYAN** – Public Affairs & Public Relations Manager Ms. Hilde **THYS** – Senior Legal Adviser Ms. Pauline **DUBOIS-GRAFFIN** – Policy Adviser
SPEAKERS	Mr. Timo **JAATINEN** – Permanent Secretary, Ministry of Economic Affairs & Employment

46th General Assembly
10 October 2025, Helsinki

FINAL AGENDA

	Welcome & introduction by the Chair
Item 1	**National roundtable on major social developments: labour law and collective bargaining**
	Including a keynote on the **Finnish labour market** by the **Permanent Secretary, Mr. Timo Jaatinen** from the Ministry of Economic Affairs and Employment

Including a discussion on **where the EU-UK relationship stand**

	Coffee break
Item 2	**Adoption of minutes of 45th General Assembly, 6th May 2025**
Item 3	**Budgetary & Statutory issues**
	a. Revision of the budgetary rules – as from 2027 b. Adoption of Budget 2026 c. Adoption of Contribution 2026 d. New rules for the composition of the Board
Item 4	**Review of the Ceemet Employers' Strategy**
	Lunch break
Item 5	**AI at Work: Unlocking productivity gains while navigating regulatory pressures**
Item 6	**Ceemet activities (if time so allows)**
	a. Update on the European Employers' Institute b. Main lobbying files
Item 7	**AOB**

Enclosure 3 is attached separately to the sending email.

ENCLOSURE 4 – 265/25 – 03/11/2025

2026 PROPOSED CEEMET BUDGET: RECOMMENDATION FROM THE 103RD BOARD TO THE 46TH GENERAL ASSEMBLY – ADOPTED ON 10 OCTOBER 2025

	Budget 2026	[1]	Budget 2025		Budget 2024	
I – BUDGET REQUIREMENT						
1. Personnel (estimated figures for 2025)	**957,588**	**+8,1%[2]**	**885,320**	**+5.9%**	**836,000**	**+2%**
2. Office/meeting room Expenditure	**187,792**	**+3.45%**	**181,590**	**+2,3%**	**177,500**	**+10%**
Rent office	147,142	+4.4%[3]	140,940	+4,4%	135,000	+15%
Rental charges	Incl.		Incl.	-	Incl.	-
Maintenance & repairs	Incl.		Incl.	-	Incl.	-
Brussels Meeting expenditures	15,000	0%	15,000	0%	15,000	-9%
Archives	-		-	-	-	
Parking	Incl.				3,700	+12%
Mailing	250	0%	250	0%	250	-50%
Phone	100	0%	100	-60%	250	-50%
Office supplies	3,500	0%	3,500	0%	3,500	+0%
Photocopier *(lease)*	1,800	0%	1,800	0%	1,800	-17%
Printing	1,500	0%	1,500	0%	1,500	-30%
IT Services – *estimate*	6,000	0%	6,000	+50%	4,000	+21%
Abonnement / Documentation	12,500	0%	12,500	0%	12,500	+0%
3. Financial & Administrative Services	**27,500**	**0%**	**27,500**	**0%**	**27,500**	**-9,5%**
Accounting services	12,000	0%	12,000	0%	12,000	-16%
Keeping of pers. Files	12,500	0%	12,500	0%	12,500	+3%
Bank charges	1,900	0%	1,900	0%	1,900	-30%
Taxes on assets	1,100	0%	1,100	0%	1,100	+0%
Local and regional taxes[e]	Incl.		Incl.	-	Incl.	
4. Travel expenditures	**20,000**	**0%**	**20,000**	**0%**	**20,000**	**-4%**
5. Representation expenses	**36,000**	**0%**	**36,000[4]**	**50%**	**24,000**	**-5%**
6. Communication, contacts w/media	**31,000**	**0%**	**31,000**	**0%**	**31,000**	**-3%**
7. Unforeseeable costs	**0**	**100%**	**9,000**	**0%**	**9,000**	**-9%**
8. Contribution to Ceemet "Reserve Fund"	**-**	**-**	**-**	**-**	**-**	
9. Depreciations[e]	**2,000**	**0%**	**2,000**	**0%**	**2,000**	**-9%**
TOTAL	**1,261,880**	**+ 5,8%**	**1,192,410**	**+5.8%**	**1,127,000**	**+2,32%**

[1] Percentage of evolution between 2025 and 2026 have been rounded up to facilitate reading.
[2] Increase is due to the following factors: mandatory indexation of 2%; in 2026, it is foreseen that Hilde Thys' working time will increase from 80% to 100% as from July. Finally, this figure foresees that Ceemet could grant better coverage for sickness insurance to employees.
[3] Indexation foreseen by our rental contract
[4] Includes membership fees for EEI, OIE and BIAC

ENCLOSURE 5 – 265/25 – 03/11/2025

Proposed Contributions for 2026

I. KEY FOR DISTRIBUTION

Number of persons employed (whole country)		Coefficients / points
1 -	50.000	0,5
50,001 -	100.000	1
100,001 -	200.000	2
200,001 -	400.000	3
400,001 -	700.000	4
700,001 -	1.000.000	5
1,000,001 -	2.500.000	6
2.500.001	3.000.000	7
more than	3.000.000	8

II. SHARE OF INDIVIDUAL ORGANISATION

Point value 2024:	€ 19.062,00
Point value 2025 with 3% :	€ 20.015,00
Point value 2026 with 5% :	€ 21.016,00

COUNTRY	COEFFICIENT	CONTRIBUTIONS 2024	2025	5%
AUSTRIA	3	€ 57.186,00	€ 60.045,00	€ 63.047
BELGIUM	3	€ 57.186,00	€ 60.045,00	€ 63.047
BULGARIA	0,25	€ 4.765,50	€ 5.004,00	€ 5.254
CROATIA	0,25	€ 4.765,50	€ 5.004,00	€ 5.254
DENMARK	2	€ 38.124,00	€ 40.030,00	€ 42.032
FINLAND	3	€ 57.186,00	€ 60.045,00	€ 63.047
FRANCE	6,5	€ 114.372,00	€ 120.090,00	€ 136.604
GERMANY	8,5	€ 152.496,00	€ 160.120,00	€ 178.636
HUNGARY	0,25	€ 4.765,50	€ 5.004,00	€ 5.254
ITALY [5]	5,25 /6	€ 100.075,50	€ 105.078,75	€ 105.079
NETHERLANDS	3	€ 57.186,00	€ 60.045,00	€ 63.047
NORWAY	2	€ 38.124,00	€ 40.030,00	€ 42.032
SLOVENIA	0,25	€ 4.765,50	€ 5.004,00	€ 5.254
SPAIN [5]	3 / 4	€ 57.186,00	€ 60.045,00	€ 63.047
SWEDEN	3	€ 57.186,00	€ 60.045,00	€ 60.045
SWITZERLAND	3	€ 57.186,00	€ 60.045,00	€ 63.047
TURKEY	6,5	€ 114.372,00	€ 120.090,00	€ 136.604
UNITED KINGDOM	6,5	€ 114.372,00	€ 120.090,00	€ 136.604
Total	59.25	€ 1.129.424	€ 1.145.860	€ 1.236.935

III. PROPOSED BUDGET 2026

Proposed budget	**1,261,880€**	**Fall back on reserve fund**	**24 945€**
Potential contributions	**1.236.935€**		

[5] Minimum fee until national budget is published - then, application of new system: normal coefficient with 4% threshold + guarantee that Ceemet will receive at least the fee of 2025

Enclosure 6 is attached separately to the sending email.