working papers - 170/25 – 03/07/2025

Rue Belliard 40 / Belliardstraat 40

1040 Brussels – Belgium

**T** +32 (0)2 786 30 45



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EU Transparency Register

61370904700-45

**46th General Assembly**

**Helsinki, 10 October 2025**

**Working Papers**

Dear Members,

Further to the Calling Note sent on 3 March 2025, you will find below some further information and working papers for the 46th General Assembly meeting to be held on **Friday, 10 October 2025** in Helsinki, from **08h45 to 16h30.**

**Practical info**

**46th General Assembly**

10 October 2025

08h45 – 16h30

**venue**

Teknologiateollisuus

Eteläranta 10 P.O. Box 10

00131 Helsinki

Finland

**Dinner**

9 October 2025

19h00-22h00

**Venue**

The 46th General Assembly will take place at:

**Teknologiateollisuus**

**Eteläranta 10 P.O. Box 10**

**00131 Helsinki**

**Finland**

**Dinner**

A **dinner** will be hosted on 9 October from 19h00 for members already in Helsinki on this date.

**List of Participants**

A **preliminary list of participants** has been established based on the replies we received (*enclosure 1)*. If you haven’t returned the attached participation form (*enclosure 2),* pleasesend it back to Deborah Girasa (deborah.girasa[@ceemet.org)](mailto:maria.motuzova@ceemet.org) **at the latest by 25 July 2025.**

**Accommodation**

Technology Industries of Finland has negotiated special prices in two hotels nearby their offices for the nights 9 to 11 October. To make your reservation, please follow the instructions:

**Hotel U14, Unioninkatu 14, 00130 Helsinki**  
[**Hotel U14 – Joyful life, full of inspiration**](https://hotelu14.fi/)  
Per night: single: €173 & Double : €193 - Including breakfast, VAT 14%, wifi, gym & sauna.

To book, click on the link: [**Book your group rate for Eurooppalainen Kokous-Teknologiateollisuus**](https://www.marriott.com/event-reservations/reservation-link.mi?id=1737705650340&key=GRP&guestreslink2=true&app=resvlink)Last day to book at special rate: **Sunday 31 August 2025.**

**Solo Sokos Hotel Helsinki, Kluuvikatu 8, 00100 Helsinki**[**Solo Sokos Hotel Helsinki | Hotels Helsinki - sokoshotels.fi**](https://www.sokoshotels.fi/en/hotels/helsinki/solo-sokos-hotel-helsinki) **Allotment Solo Sokos Hotel Helsinki**Single: € 159 EUR per night – Double: € 179 per night (until **18 September 2025)**Please notice that there is a limited amount of rooms available with the special rate.   
**Reservations: Sokos Hotels Sales Service Centre**Telephone: +358 300 870 000 / individual room reservations / e-mail: [sokos.hotels@sok.fi](mailto:sokos.hotels@sok.fi)   
Please quote the allotment code CEEMET when making a reservation.   
[**www.sokoshotels.fi/en**](http://www.sokoshotels.fi/en) **-** Reservation code **BCEEMET**

**Guarantee** All reservations are to be guaranteed by credit card or paid upon booking. An individual reservation from the allotment can be cancelled free of charge 7 days prior to the arrival, Kindly note that due to security reasons credit card details should not be sent via email. Payment Method of payment is cash or credit card.

**Draft Agenda & Working Papers**

The **draft agenda** is attached as per *enclosure 3*.

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

For our roundtable, Minna Helle has kindly invited the **Permanent Secretary** from the Ministry of Economic Affairs and Employment**, Mr. Timo Jaatinen,** who will present the Finnish labour market and its recent developments.

This will kick-off our roundtable on the national developments which will focus on the major trends of your respective labour markets reforms and collective bargaining negotiations. In this respect, **we kindly ask you to share with the Secretariat, ahead of the meeting, any relevant information.** Your intervention during the meeting should be **5 to 7 minutes** and should refer to the **main points you want to share** with your colleagues.

Under this item, we will also hear about the latest developments on the **EU-UK relationship ,** especially following the Summit which took place on 16 May 2025.

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

The minutes of the 45th General Assembly were agreed in a written procedure and sent to Ceemet members on 30 May 2025 with circular 135/25. They are on the agenda for approval for the record.

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

As members know, the revision of the budgetary rules has been ongoing for several months with a view to finding an alternative to the protection clause which was not considered as a sustainable solution in the long term by a large majority of members. At the 101st Board meeting which took place on 23 June, the outline of a solution has emerged and it should now be finalised at the 102nd Board meeting scheduled on 15 September 2025.

The aim is to approve a recommendation which will be sent to the 46th General Assembly for final approval ahead of the meeting. As the 102nd Board and 46th General Assembly are close one to another, you will receive the working documents the week before the General Assembly.

**Item 3b - Adoption of Budget 2026**

The 102nd Board will discuss a draft budget for 2026 on 15 September 2025 and make a recommendation to the General Assembly. It will be sent to the Members closer to the date of the meeting.

**Item 3c - Adoption of Contribution 2026**

The 102nd Board will discuss some proposals for the 2026 Ceemet contributions on 15 September 2025 and make a recommendation to the General Assembly. It will be sent to the Members closer to the date of the meeting.

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

On 23rd June 2025, the 101st Board discussed some new rules governing the composition of the Board to take into consideration recent evolutions at Ceemet. When the Minutes of the Board are finally approved, the recommendation made by the Board to the General Assembly will be sent as Working Papers.

**Item 4 - Review of the Ceemet Employers’ Strategy**

At its 40th General Assembly, held in Berlin in October 2022, Ceemet approved its strategy to develop the voice of employers in Europe / Brussels. Over the last three years, the Secretariat has implemented this strategy throughout a variety of actions regrouped in the so-called “implementation plan”.

We would now like to check with the members where we stand with this strategy. The aim is to evaluate what has been done and if the strategy requires some changes / improvements or if we are still fully on track. The Secretariat has started working on a revised version of the implementation plan, taking into account some elements of context and what has happened since 2022. You will therefore receive an updated version of the implementation plan to serve as a basis of discussion closer to the meeting.

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

Across Europe, the competitiveness agenda is at the forefront, with policymakers in Brussels encouraging rapid innovation to keep pace globally. As artificial intelligence transforms the modern workplace, employers face unprecedented challenges in navigating its deployment. The pressure of international race to adopt cutting-edge AI solutions is driving industries to reshape operations and workforce strategies, yet every new push for competitiveness is quickly followed by a wave of regulatory initiatives aimed at governing AI’s use. With this discussion, we want to explore how industry can navigate these competing pressures, anticipate regulatory developments, and safeguard responsible AI practices in the workplace.

Participants will be briefed about the latest EU developments on the topic and we will discuss what can be done, based on the evolutions at national level, to ensure companies can make the best use of AI in a stringent regulatory environment. **We would therefore kindly ask you to prepare any relevant testimony from your national perspective which could enrich the discussion.**

For your recollection, Ceemet recently adopted a **position paper on Artificial Intelligence at the workplace** whichis attached as per *enclosure 4*.

**Item 6 - Ceemet main activities**

If time so allows, members will receive an update on the **European Employers’ Institute** and the main **lobbying files** followed by Ceemet. Ahead of the meeting, the updated lobbying action plan will be circulated.

Further information and working papers will follow closer to the meeting.

In the meantime, I wish you a relaxing and sunny summer.

Kind regards

Delphine

Enclosures:

1. List of participants
2. Participation Form
3. Draft agenda
4. Position on Artificial Intelligence at the workplace

ENCLOSURE 1 – 170/25 – 03/07/2025

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**46th General Assembly**

**10 October 2025, Helsinki**

**List of participants**

FINLAND Ms. Minna **HELLE** – CEO

(TIF)

FRANCE Ms. Lucile **UHRING** – Head of European and International Affairs

(UIMM)

HUNGARY Mr. Laszlo **DEAK** – Managing Director

(MAGEOSZ)

NETHERLANDS Mr. Erik **TIEROLF** –Head of Employment & Labour Market

(FME) Ms. Eva **VAN DER BOOM** – Policy advisor Labour market & Education

NORWAY Ms. Carla **BOTTEN-VERBOVEN** – Director

(Norsk Industri)

SPAIN Ms. Yolanda **SANZ MARTIN** – Director International

(Confemetal) Mr. Andres **SANCHEZ DE APELLANIZ** – Secretary General

SWEDEN Mr. Andreas **EDENMAN** – Chief Legal Officer

(Teknikföretagen) Mr. Marcus **DAHLSTEN** – Chief Negotiator

SWITZERLAND Ms. Kareen **VAISBROT** – Member of the Executive Board / Head

(Swissmem) of employer Affairs

UK Mr. Ben **FLETCHER** – Chief Operating Officer

(MakeUK) Mr. Richard **RUMBELOW** – Director of International Business

Ceemet Mrs. Delphine **RUDELLI** – Director General

Ms. Isabel **SOBRINO MATE** – Senior Policy Advisor

Ms. Viktorya **MURADYAN** – Public Affairs & Public Relations Manager

SPEAKERS Mr. Timo **JAATINEN** - Permanent Secretary, Ministry of Economic Affairs and Employment

ENCLOSURE 2 – 170/25 – 03/07/2025

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**46th General Assembly**

**Helsinki, 10 October 2025**

**Participation form**

**Please return to**: Deborah Girasa ([deborah.girasa@ceemet.org](mailto:deborah.girasa@ceemet.org))

|  |
| --- |
| **Deadline: 25/07/2025 COB** |

**Practical info**

**46th General Assembly**

10 October 2025

08h30 – 17h00

**Dinner**

9 October 2025

19h00-22h00

**venue**

Teknologiateollisuus

Eteläranta 10 P.O. Box 10

00131 Helsinki

Finland

Country / Organisation: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. **Name and function**

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1. **Attendance at the 46th General Assembly, Helsinki, 10 October 2025**

I will attend \_\_ / cannot attend\_\_

1. **Dinner, 9 October 2025, Helsinki (venue TBC)**

I will attend \_\_ / cannot attend\_\_

Dietary restrictions: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

ENCLOSURE 3 – 170/25 - 03/07/25

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**46th General Assembly   
10 October 2025, Helsinki**

**Draft Agenda**

**Welcome & introduction by the Chair**

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

Including a key note 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**

1. Revision of the budgetary rules – as from 2027
2. Adoption of Budget 2026
3. Adoption of Contribution 2026
4. 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)**

1. Update on the European Employers’ Institute
2. Main lobbying files

**Item 7 AOB**

ENCLOSURE 4 – 170/25 - 03/07/25

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**46th General Assembly   
10 October 2025, Helsinki**

**Enclosure 4**

Ceemet position paper on Artificial Intelligence at the workplace is attached separately to the sending email.